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MAYOR'S 2012-2013 & 2013-2014

Proposed Budget

Mayor Edwin M. Lee

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MAYOR'S 2012-2013 & 2013-2014

Proposed Budget

Mayor Edwin M. Lee



MAYOR'S OFFICE OF PUBLIC POLICY AND FINANCE

Kate Howard, Mayor's Budget Director

Leo Chyi, Deputy Budget Director

Cindy Czerwin, Deputy Budget Director

Jessica Bullen, Fiscal and Policy Analyst

Manish Goyal, Fiscal and Policy Analyst

Antonio Guerra, Fiscal and Policy Analyst

Melissa Howard, Fiscal and Policy Analyst

Chanda Ikeda, Fiscal and Policy Analyst

Naomi Drexler, Fiscal and Policy Assistant

Acknowledgements



*Phil Jaber, Owner
Philz Coffee, San Francisco*

Acknowledgements



CONTROLLER'S OFFICE

Ben Rosenfield, Controller
Monique Zmuda, Deputy Controller
Michelle Allersma
Ted Egan
Kurt Fuchs
Theresa Kao
Leo Levenson
Dennis McCormick
Andrew Murray
Drew Murrell
Jeff Pera
Risa Sandler
Caylin Wang
Rick Wilson
Mark Reinardy

CAPITAL PLANNING PROGRAM

Brian Strong
Brian Benson
Eliot Chang
Kaitlyn Connors

DESIGN AND PRODUCTION

Riezebos Holzbaaur Group (RHDC)
Tim Borjas
Tae Hatayama
Brieanna Hattey
Tim Herald
Gregg Holzbaaur
Ben Hopfer
Catharina Koh
Yvo Riezebos
Neil Torrefiel
Nik Yokomizo

REPROMAIL

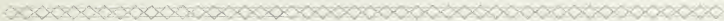
Salla Vaerma-Jadlos
Rubia Alvarez-Murillo
Julie Creer
Ana Borja
Ely Bulanadi

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*Kirsten Hove, Olivia Griffin, Abbie Dwelle, Wendy Hawkins, Owners
Paul's Hat Works, District 1*

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Executive Summary



*Mabel Chong, Owner
Mabel Chong Jewelry, District 2*

Mayor's Letter

May 31, 2012

I am honored to present the first ever Two-Year Proposed Budget for the City and County of San Francisco for Fiscal Years 2012-13 and 2013-14. This budget is the culmination of hard work and collaboration by our City's elected officials, residents, departments, community organizations, employees and a wide range of other stakeholders. Over the last several years, our City has taken the steps to put us on the road towards greater financial stability through pension reform and more disciplined financial policies. This year is no different: as we prepared this budget, we focused not just on getting through the next two years, but on the steps that are necessary to ensure the City's long-term financial health.

In late 2011 when I issued my budget instructions to department heads, our projected General Fund deficit was \$262.7 million for Fiscal Year (FY) 2012-13 and \$375.3 million for FY 2013-14. In light of this challenge, I have worked to expand the discussion to include as many people, perspectives and ideas as possible. I believe our budget reflects the results of these efforts: there are no reductions to services in my proposed budget. Instead, to help me balance the budget, departments submitted ideas aligned with my instructions by prioritizing core functions, identifying administrative efficiencies, streamlining programs, and identifying new revenue solutions instead of service reductions.

We are fortunate that our economy has continued to accelerate in 2012, providing better-than-expected revenues that also made it possible for me to submit a balanced budget without service cuts. Since early 2011, the City's unemployment rate has dropped from 9.6 percent to 7.4 percent—the lowest unemployment rate for our City since 2008. We've created 22,500 net new jobs in San Francisco in just the last year!

Our City's budget is a statement of our values. Many of you have heard me speak about my effort to craft a budget based on three guiding principles I am using to make decisions on behalf of our City: Involvement, Investment, and Innovation.

INVOLVEMENT I recognize that our achievements as a city are founded in our commitment to hear directly from our residents, communities, and neighborhood organizations about what matters most to them. This is why I partnered with members of the Board of Supervisors to hold six budget town hall meetings across the City; held policy-area budget stakeholder meetings with community leaders; hosted the first ever Innovation Budget Town Hall using Google+ hangout technology; and met with hundreds of residents, community organizations, City Commissioners, labor organizations, business owners, and activists to discuss the budget. I also continue to work for greater transparency around the budget process. Your engagement in city policy and decision making is critical to ensuring that the fiscal choices we make accurately reflect the voices, perspectives, and priorities of our diverse San Francisco communities.

We have also worked very hard to come to agreement with our employee unions. For almost every employee group, we found common ground that saved the City money, protected city services, eliminated furlough days and made improvements to control employee health care costs. Our agreements with labor help to save the City more than \$28 million over the next two years. These agreements also include a modest wage increase in the second year to our employees, recognizing they have sacrificed over the last several years to help us balance difficult budget deficits.



INVESTMENT By choosing to live, work, and play in San Francisco, we are all investing in the City. Our City government should, in turn, secure the value of its citizens' investments by making responsible, long-term, and strategic financial decisions.

This budget invests in strategies that incentivize job creation and train and place our residents in the jobs of the 21st century. We propose new investments to support our local manufacturing industry and companies through SFMade; develop international markets for San Francisco companies and products; and fund workforce training initiatives for technology, healthcare, and construction.

This budget also includes new commitments to neighborhood commercial districts and small businesses. It more than doubles grant funding to \$1.5 million; adds \$4 million to dramatically expand loans and other grants specifically targeted at local small businesses; doubles the team that works full time in neighborhood commercial corridors to streamline permitting and link small businesses with City programs and resources; and launches the Jobs Squad to help small businesses, and get city staff out of City Hall and into the neighborhoods.

Another critical way this budget prepares San Francisco for a successful economic future is by investing in the City's physical infrastructure. It reflects the City's significant investment in capital by proposing to spend \$441.4 million to improve, maintain and renew our collective assets. Combined during the life of the projects, these capital investments will support approximately 2,900 construction and related industry jobs to continue San Francisco's current economic recovery and put residents back to work.

Investing in our City also means investing in a social safety net and public protection for our citizens. San Francisco must be safe in the traditional sense of public safety—meaning that residents are safe from crime, and have quick, reliable emergency response. This budget includes funding for three police academy classes, and one fire academy class each year to ensure our public safety departments are well staffed—a significant feat in light of the deep reductions to public safety taking place in neighboring cities and counties.

One thing I think everyone in our City agrees on is that in a year where the state and federal governments are scaling back, protecting our social safety net is more important than ever. In this budget, I have rejected service reductions at the Department of Public Health and Human Services Agency, and I have included full restoration of state and federal cuts to HIV/AIDS services. In addition, we have included a 1.0 percent cost-of-doing business increase in our budget for non-profit service providers who have not seen an adjustment for five years.

INNOVATION Cities like San Francisco thrive because of their ability to cultivate innovative ideas. In order to meet the demands of the 21st century, we must all embrace innovation. Innovation in the public sector doesn't just mean bringing technology into government, it is a different way of thinking, of collaboration, of solving problems, of doing more with less, promoting excellence in customer service, and building on the incredible talents of both our public employees and the private sector in this City—the most innovative on the planet.

This spirit of innovation was demonstrated by our community at the beginning of the AIDS pandemic three decades ago, and again more recently when we became the first city in America to provide universal health care to all of its residents. It is the same spirit we show when people of different backgrounds and cultures come together to make our neighborhoods safer and more vibrant for all of us, whether it's on Third Street or Sixth Street or anywhere else in our great City.

In the coming year, we will update our City's Five-Year Financial Plan, and I am challenging myself, our departments, and our community partners to shift to a longer-term view of our city's finances, and begin to think practically and strategically about the steps we need to take to ensure San Francisco remains the exciting, diverse, and thriving City we love.

The City Charter requires the Mayor to submit a balanced budget proposal on June 1. However, I view this submission as a step in a process and not the end. I am proud of what we've accomplished in this budget submission, and I look forward to continuing to work with the Board of Supervisors to develop the best budget possible for the City and County of San Francisco.

Sincerely,



Mayor Edwin M. Lee

Executive Summary

SAN FRANCISCO'S BUDGET

The budget for the City and County of San Francisco (the City) for Fiscal Year (FY) 2012-13 and FY 2013-14 is \$7.3 billion and \$7.6 billion, respectively. Roughly 52.3 percent of the budget is comprised of self-supporting activities driven by the City's Enterprise departments, which focus on City-related business operations and include the Port, the Municipal Transportation Agency, the Airport, the Public Utilities Commission, and others. The remaining 47.7 percent is comprised of General Fund monies, which support public services such as Public Health, Police and Fire Services, Recreation and Parks, and others.

Each year, the City makes decisions on how to allocate General Fund monies based on the resources that are available and the priorities and needs of the City and its citizens. The chart below summarizes total spending in each of the Major Service Areas.

Total Department Uses by Major Service Area	Fiscal Year 2012-13 (\$ millions)	Fiscal Year 2013-14 (\$ millions)
Public Protection	1,210.0	1,242.8
Public Works, Transportation & Commerce	2,808.0	2,922.5
Human Welfare & Neighborhood Development	902.9	905.8
Community Health	1,675.6	1,748.6
Culture & Recreation	282.5	289.9
General Administration & Finance	834.3	831.1
General City Responsibilities	615.2	579.7
Less Transfer Adjustments	(981.8)	(965.8)
Total Budget	7,346.7	7,554.5

The City and County of San Francisco is also a major San Francisco employer; the proposed budget for the next two fiscal years includes funding for approximately 27,000 employees. This represents a 2.9 percent growth in labor force over the two-year period, which is largely due to the City absorbing the responsibilities of the State-dissolved San Francisco Redevelopment Agency, the Department of Public Health's preparation for implementation of health care reform, the hiring of additional transit operators to reduce overtime at the MTA, and the launch of several capital projects to restore and improve our City's infrastructure.

BUDGET PROCESS

The City's budget process begins in September with preliminary revenue projections for the upcoming budget years. In December, the Mayor's Office and the Controller's Office issue budget instructions to departments, which contain detailed guidance on the preparation of department's budget requests. Departments then prepare their budget requests and submit them to the Controller by mid-February. The Controller consolidates, verifies, and refines the department's proposed budgets, and turns the proposals over to the Mayor's Office of Public Policy and Finance. From March through June, the Mayor's Office analyzes each budget proposal, examining policy and service implications in order to meet citywide needs and reflect the Mayor's goals and priorities for the upcoming year. Concurrently, the Mayor conducts budget outreach to obtain feedback from the community on budget priorities.

The Mayor presents his balanced budget proposal for Enterprise departments on May 1 and for General Fund departments on June 1. The Board of Supervisors' Budget and Finance Committee holds public hearings on the budget in May and June, makes recommendations for approval, and makes changes to the budget before the budget goes to the full Board. The entire budget is heard and must be voted on and approved by the full Board of Supervisors by August 1st. Finally, the budget returns to the Mayor for his approval and final adoption.

SAN FRANCISCO'S FY 2012-13 AND FY 2013-14 BUDGET SHORTFALL

In December of 2011, the Mayor's Office projected a General Fund deficit of \$262.7 million for FY 2012-13 and \$375.3 million for FY 2013-14. These projected shortfalls are the result of revenue growth offset by the loss of one-time solutions used to balance the FY 2011-12 budget and expenditure growth most notably in the City's labor costs. At that time, the Mayor issued budget instructions to departments to reduce their General Fund Support by 5.0 percent in each year, and to propose a 2.5 percent contingency reduction. If fully realized, a 5.0 percent reduction in discretionary General Fund Support would generate approximately \$58.0 million in ongoing savings to the General Fund.

BUDGET INSTRUCTIONS GENERAL FUND DEFICIT	Fiscal Year 2012-13 (\$ millions)	Fiscal Year 2013-14 (\$ millions)
Sources	19.7	104.9
Uses	(282.4)	(480.2)
Projected General Fund Deficit	(262.7)	(375.3)

These projections were revised in the March 2012 Joint Report, (a four-year budget projection jointly issued by the Controller, Mayor and Board of Supervisors) to project a General Fund deficit of \$169.6 million in FY 2012-13 and \$312.0 million in FY 2013-14. The Joint Report's more optimistic projections reflect updated revenue projections based on the continued economic recovery as well as the effect of current year ending fund balance, which will be available to reduce the City's projected budget shortfalls over the coming two fiscal years.

JOINT REPORT GENERAL FUND DEFICIT	Fiscal Year 2012-13 (\$ millions)	Fiscal Year 2013-14 (\$ millions)
Budget Instructions— Projected Shortfall	(262.7)	(375.3)
Changes Reflected in Joint Report		
Changes in Revenue	81.0	91.9
Changes in Salaries and Benefits	0.9	(27.4)
Other Changes in Uses	11.3	(1.3)
Updated Projected Shortfall	(169.6)	(312.0)

REFORM EFFORTS LEADING TO SAVINGS AND STABILITY

Over the last several years, San Francisco has made significant efforts to manage the City's budget responsibly while navigating through very challenging fiscal conditions. These efforts include the voter approved Proposition A, which created greater discipline in the City's budgeting processes by requiring the City to adopt new, more responsible, long-range focused financial policies, including producing a Five-Year Financial Plan that projects revenues and expenditures for the City. These policies, now all in effect, will grow the City's reserves, as well as limit the use of some of our most volatile revenues, and ensure the City is on a more sustainable and less volatile financial path.

In addition in November 2011, the City's voters passed Proposition C, which reformed the City's pension system by changing the way that the City and County employees will contribute to the pension system, the San

Francisco Employees' Retirement System (SFERS). The changes mandated by the new law create cost sharing when pension costs rise, as well as require new employees to begin to contribute to their retiree health costs. This change generated nearly \$40.0 million in savings to the General Fund in FY 2012-13.

PARTNERING WITH THE CITY'S LABOR UNIONS TO MANAGE COSTS

In addition to partnering with labor to pass Proposition C, the City also worked to come to agreement with all our employee unions. The City and its employee unions reached an agreement that saves more than \$28.0 million over the next two years. The agreement also sees the expiration of the 12 furlough days implemented during FY 2010-11, and includes a modest wage increase in FY 2013-14.

STATE AND FEDERAL IMPACTS

For the last several years, the City experienced a reduction in state and federal resources due to budgetary reductions and restructuring at both levels of government. In the coming two fiscal years, the City will recognize additional losses in Medi-Cal reimbursement for Laguna Honda Hospital, Ryan White HIV/AIDS funds, reductions in Community Development Block Grant (CDBG), and other federal Department of Housing and Urban Development funding. The State also relinquished significant new public safety responsibilities to California's counties, and dissolved Redevelopment Agencies. Both actions are reflected in the Mayor's budget. In addition, the State is continuing to address a significant budgetary shortfall for the coming fiscal year. The Mayor's proposed budget does not assume any new cuts from the State; however, it does include a \$15.0 million reserve for state budget impacts in FY 2012-13.

CRAFTING A BUDGET THAT INVOLVES THE COMMUNITY, INVESTS IN SAN FRANCISCO, AND PROMOTES INNOVATION

Budget Outreach

In preparing his proposed budget, Mayor Lee undertook an extensive outreach and engagement process. The Mayor partnered with members of the Board of Supervisors to hold six budget town hall meetings across the City; held policy-area budget stakeholder meetings with community leaders in the areas of Health and Human Services, Arts and Culture, Public Safety, and Recreation and Parks; hosted the first ever Innovation Budget Town Hall using Google+ hangout technology; and met with hundreds of residents, community

organizations, City Commissioners, labor organizations, business owners, and activists to discuss the budget.

Balancing the Budget

The City’s Five-Year Financial Plan recommended a number of strategies to balance the City’s budget in order to create greater structural balance in the City’s finances.

The City’s projected shortfall at the time of the Joint Report was \$169.6 million and \$312.0 million for FY 2012-13 and FY 2013-14, respectively. The Mayor’s balanced budget plan ensures that as our local economy grows, we continue to address structural budget issues, while making targeted, job-creating investments. The table below reflects the combination of solutions that the Mayor’s proposed budget includes in order to create a balanced budget. The Mayor’s proposed budget also includes several key restorations and investments.

Revenues and Fund Balance reflect improving local tax revenues, additional prior year fund balance, an increase in state Public Safety Realignment revenues, and other one-time sources.

Citywide Solutions reflect changes to citywide costs and prior assumptions for capital spending, baselines, and inflationary costs on non-personnel spending, as well as the results of the City’s labor negotiations.

Departmental Savings and Revenues represent the savings and revenue proposals proposed by departments to offset the City’s budget shortfall. The majority of the savings reflected in this category are related to revenues, and do not reflect service reductions.

Funding Restorations and Investments reflect critical investments in preserving economic development work previously conducted by the San Francisco Redevelopment Agency, the extension of the Jobs Now program, and restoration of Federal HIV/AIDS cuts. The number also includes a 1.0 percent cost-of-doing business increase for non-profit service providers.

As a result of the extensive work with the community, budget stakeholders, department heads and others, the Mayor’s proposed budget includes no direct service reductions to health and human service programs, backfills some important HIV/AIDS services, funds a public safety hiring plan, and invests in job-creating infrastructure and economic development activities. Policy highlights of the Mayor’s Budget are outlined in the sections that follow.

PROJECTED SHORTFALL	Fiscal Year 2012-13 (\$ millions)	Fiscal Year 2013-14 (\$ millions)
Joint Report Revised Deficit	(169.6)	(312.0)
Additional Costs not assumed in Joint Report	(36.5)	(36.4)
Shortfall After Additional Costs	(206.1)	(348.4)

SOLUTIONS	Fiscal Year 2012-13 (\$ millions)	Fiscal Year 2013-14 (\$ millions)
Revenues and Fund Balance	90.3	103.6
Citywide Solutions	96.9	206.4
Departmental Savings and Revenues	53.5	68.7
Funding Restorations and Investments	(34.6)	(30.3)
Shortfall After Restorations and Investments	0.0	(0.0)

Jobs and Continued Economic Recovery

In FY 2011-12, Mayor Lee released his 17-Point Jobs Plan, a guiding policy framework for San Francisco's economy that is aimed at moving the City toward continued economic recovery. In line with the Plan, the Mayor's proposed budget includes over \$11.3 million each year in support for vital initiatives to encourage job growth and move the economy towards further recovery.

These initiatives include: \$5.3 million in ongoing support to continue the federal Jobs Now program; implementation of the Invest in Neighborhoods initiative, where selected neighborhoods will receive a point person at City Hall, the opportunity to apply for small project grants, and access to a range of other services aimed at strengthening neighborhood commercial corridors; improvements to the Bayview/3rd Street and Central Market/6th Street areas to backfill the loss of neighborhood economic development support from the San Francisco Redevelopment Agency; a focus on small business development through the Job Squad, a team that will provide direct assistance to business owners; and an increase to the Small Business New Jobs Investment Fund of \$2.0 million each year.

Capital and Infrastructure Investments

Over the next two fiscal years, the City will spend \$441.4 million through its capital budget. This includes \$238.2 million in total capital investments in FY 2012-13 and \$203.2 million in FY 2013-14, including \$74.1 and \$60.5 million for General Fund departments and \$164.1 and \$142.7 million for Enterprise departments. Combined, these capital investments will support approximately 2,900 jobs during the life of the projects. In addition, due to the passage of the Road Repaving and Street Safety Bond in November 2011, the City will spend an additional \$74.4 million in FY 2012-13, and \$43.7 million in FY 2013-14 to improve and repair our streets and public right-of-way.

The City will also invest \$15.6 million to purchase new equipment, including the purchase of 117 vehicles to ensure compliance with the Healthy Air and Clean Transportation Ordinance's requirement that the City replace 400 older vehicles by FY 2015-16.

Innovating and Improving Government Efficiency

The Mayor's proposed budget features the consolidation of key service areas to improve government efficiency, including:

Realigning Contract Compliance—The following functions will be transferred from the Human Rights Commission (HRC) to the City Administrator's Office: the Equal Benefits Division, Local Business Enterprise Division, and Surety Bond Program. This transfer

will better allow the HRC to focus on its core mission of developing important social policies, fostering conflict resolution, and addressing and responding to discrimination complaints while providing greater efficiency within the City Administrators' Office for contracting, purchasing, and contract compliance.

Creating the Office of Early Care and Education—The Mayor's budget centralizes the administration of San Francisco's early care and education programs under a new, independent Office of Early Care and Education (OECE). Under the direction of the Mayor and with the joint leadership of the Department of Children, Youth and Their Families, First Five San Francisco, the Human Services Agency, and the San Francisco Unified School District, this new office will improve access to early care and education, strengthen the workforce of early care and education providers, and build early care and education system capacity. This independent office will rely on the Human Services Agency for back office functions, such as accounting and human resources management. By consolidating services and using existing resources, the Office of Early Care and Education will maximize resources, improve policy coordination, and provide a single line of authority for the City's investments. This new independent office will build upon the successes of San Francisco's model programs to further streamline a high quality early care and education system.

Promoting Innovation—The Mayor's Innovation team is working on several initiatives to make government more innovative and efficient:

- SmartPDF, an online interactive tool that will provide a centralized location where members of the public can access, create, submit and manage forms for all City departments. In addition, the team is working to streamline the permitting process and help businesses in San Francisco get up and running quickly;
- New mobile phone and tablet solutions with the goal of improving online access to City services and information, and continued efforts to build a comprehensive citywide fiber network;
- ImproveSF, an online social media platform that engages the community in solving civic challenges. City departments post their challenges on ImproveSF, and community members suggest, comment, and vote on potential solutions;
- Hackathons, where individuals from different innovation-forward industries are brought together to find solutions to civic challenges.

Maintaining our City's Social Safety Net: Health and Human Services

Mayor Lee's proposed budget demonstrates a commitment to health and human services by ensuring no service reductions and including targeted backfills of state and federal funding cuts that would have adversely

impacted some of the City's most vulnerable populations. The Mayor asked departments to work closely with community providers and come up with innovative ways to preserve services despite tighter budgets, and has accepted department revenue proposals in lieu of service reductions. The Mayor's budget fully restores \$6.6 million in federal cuts for HIV/AIDs services in FY 2012-13, fully restores an additional \$6.2 million and \$8.7 million in proposed Department of Public Health reductions to mental health and other crucial services in FY 2012-13 and FY 2013-14, respectively, and backfills \$0.4 million in cuts to nutrition and self-sufficiency services for seniors. In addition, the Mayor's proposed budget includes a 1.0 percent cost-of-doing business increase for all non-profit City contractors to ensure that our non-profit partners are capable of maintaining high quality services at current levels despite facing rising operating costs.

Ensuring Public Safety

Mayor Lee's proposed budget demonstrates a commitment to the City's safety and security by ensuring adequate staffing at the Police and Fire Departments and by focusing on the conscientious implementation of Public Safety Realignment. Both the Police and Fire Departments are experiencing and/or expecting a large number of retirements in the next two fiscal years. In response, the Mayor is supporting the departments' new hiring plans, including three General Fund supported Police Academies and one General Fund supported Fire Academy in each of the next two fiscal years. In addition, the Mayor's Office will continue to regularly convene and facilitate communication and collaboration between all of our public safety departments to ensure that realignment is implemented responsibly and effectively. The City will receive \$17.3 million from the State in both FY 2012-13 and FY 2013-14 to offset a significant portion of the costs associated with the realignment population at the Sheriff's Department and the Adult Probation Department.



GOVERNMENT FINANCE OFFICERS ASSOCIATION

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California**

For the Fiscal Year Beginning

July 1, 2011

Linda C. Dawson Jeffrey R. Enser

President

Executive Director

*The Government Finance Officers Association of the United States and Canada (GFOA) presents a Distinguished Budget Presentation Award to the City and County of San Francisco, California for its annual Budget for the fiscal year beginning July 1, 2011. In order to receive the award, a governmental unit must publish a budget document that meets certain criteria: a public document, an unconflicted guide, a fiscal plan, and a communication device.

This Award is valid for a period of one year only. We based our current Budget on the latest known federal requirements and we are submitting it to GFOA to determine its eligibility for another award.

How to Use



*Louis Rossetto, CEO & Jane Metcalfe, President
TCHO, District 3*

How to Use the Mayor's Proposed Budget Book

MAYOR'S PROPOSED BUDGET

The Mayor's proposed June 1 budget for the City and County of San Francisco (the City) contains departmental budget submissions from General Fund Departments. The proposed budget is organized into the following sections:

EXECUTIVE SUMMARY: This section includes the Mayor's Letter and the Executive Summary of the proposed budget. It also provides a high-level overview of the City's budget, the changes from the prior budget year, and update on how the budget was balanced if applicable, and other high-level details on around specific policy areas that are changing in the proposed budget.

BUDGET INTRODUCTION: This provides an overview of the Mayor's proposed budget including highlights and priorities for Fiscal Year (FY) 2012-13 and FY 2013-14.

BUDGET SUMMARY TABLES: These provide high-level summaries of the Mayor's proposed budget, detailing changes over a four-year period: FY 2010-11 actual data; FY 2011-12 budgetary data; and FY 2012-13 and FY 2013-14 proposed budgetary data. The variance column measures the dollar difference between the proposed year and current year data.

USES BY SERVICE AREA, DEPARTMENT AND

PROGRAM: This lists citywide expenses at the program level by Major Service Area (MSA). The seven MSAs include: Public Protection; Public Works; Transportation and Commerce; Human Welfare and Neighborhood Development; Community Health; Culture and Recreation; General Administration and Finance; and General City Responsibilities.

FUNDED POSITIONS, GRAND RECAP BY MSA AND

DEPARTMENT: This lists year-to-year change in funded positions by department. The count of funded positions is determined by the total authorized positions minus budgeted attrition savings.

DEPARTMENT BUDGETS: These provide budgetary information and operational priorities for each of the City's departments. Department information is organized alphabetically and includes the following sections:

DESCRIPTION OF SERVICES PROVIDED: Includes key services or divisions and functions.

BUDGET DATA SUMMARY: Shows a summary of total expenditures and funded positions over time.

BUDGET ISSUES AND DETAILS: Explains any significant service level changes in Fiscal Years 2012-13 and 2013-14, and highlights key areas of focus.

ORGANIZATIONAL CHART: Depicts the department's organizational structure.

TOTAL BUDGET (HISTORICAL COMPARISON): Illustrates the department's total revenue sources, expenditures and funded positions over time.

PERFORMANCE MEASURES: Illustrate the department's progress in meeting specific goals.

CAPITAL PROJECTS: This provides information on capital projects funded in the proposed budget. The Capital budget is reviewed and proposed by the Capital Planning Committee organized under the City Administrator's Office. Capital projects are supported by General Fund and Non-General Fund sources. Capital projects generally include major construction of new or existing buildings, roads and other investments in our City's physical infrastructure. Specific projects are detailed in this section and within the corresponding departmental sections.

OTHER RESOURCES

Consolidated Budget and Annual Appropriation Ordinance, FY 2012-13 and FY 2013-14

The Consolidated Budget and Annual Appropriation Ordinance (AAO) contains the sources of funds and their uses, detailed by department. This document provides the legal authority for the City to spend funds during the fiscal year.

Annual Salary Ordinance, FY 2012-13 and FY 2013-14

The Annual Salary Ordinance (ASO) is the legal document that authorizes the number of positions and job classifications in departments for the fiscal years. The ASO is passed at the same time as the AAO.

Comprehensive Annual Financial Report

The City's Comprehensive Annual Financial Report (CAFR) summarizes the performance of all revenue sources and accounts for total expenditures in any given fiscal year. The CAFR for the fiscal year ending June 30, 2011 is currently available. The 2011-12 CAFR will be made available by the Controller after the fiscal year has closed and the City's financial reports have been reviewed and certified.

OBTAINING BUDGET DOCUMENTS AND RESOURCES

Copies of these documents are distributed to all City libraries. They may also be viewed online at the City's website (www.sfgov.org) and at the following City Hall locations:

MAYOR'S OFFICE OF PUBLIC POLICY & FINANCE

1 Dr. Carlton B. Goodlett Place, Room 288

Phone: (415) 554-6114

<http://www.sfmayor.org>

CONTROLLER'S OFFICE

1 Dr. Carlton B. Goodlett Place, Room 316

Phone: (415) 554-7500

<http://www.sfcontroller.org/>

CLERK OF THE BOARD OF SUPERVISORS

1 Dr. Carlton B. Goodlett Place, Room 244

Phone: (415) 554-5184

<http://www.sfbos.org/>

San Francisco: Overview



*James Mitchell, Owner
Sunset Shapers, District 4*

San Francisco: An Overview



CITY GOVERNANCE AND STRUCTURE

The City and County of San Francisco (the City) was established by Charter in 1850 and is a legal subdivision of the State of California. It is the only consolidated city and county in the State, exercising the governmental powers of both a city and a county under California law. The City's governance structure, codified in the City Charter of 1996, is similar in form to the federal government. The Mayor's Office comprises the Executive branch, while the Board of Supervisors and Superior Court act as the Legislative and Judicial branches respectively.

Both the Mayor and members of the Board of Supervisors serve four year terms. Mayoral elections are held on odd numbered years, while Board of Supervisors elections are held on even years. Elections for the Board of Supervisors are staggered, with five or six seats being open each

election. Supervisors serve four year terms and any vacancies are filled by Mayoral appointment. Both the Mayor and members of the Board of Supervisors are limited to two terms.

The Board of Supervisors has eleven districts. Beginning in November 2000, the Board of Supervisors was elected by district for the first time since the 1970s.

The elected Mayor of San Francisco appoints the heads of most City departments. Many departments are also advised by commissions or boards whose members are citizens appointed either by the Mayor or, in some cases, by a combination of the Mayor, Board of Supervisors and other elected officials. Elected officials include the Assessor-Recorder, City Attorney, District Attorney, Public Defender, Sheriff, Superior Court Judges and the Treasurer.

The organizational chart for the City of San Francisco is structured as follows:

- Mayor** (A)
 - City Administrator** (A)
 - Assessor/Recorder** (E)
 - Board of Supervisors** (E)
 - City Attorney** (IE)
 - District Attorney** (E)
 - Public Defender** (E)
 - Sheriff** (E)
 - Superior Court** (E)
 - Treasurer/Tax Collector** (E)
 - County Transportation Authority** (A)
 - Assessment Appeals Board**
 - Youth Commission**
 - Controller** (A)
 - Academy of Sciences**
 - Airport Commission**
 - Arts Commission**
 - Economic & Workforce Development**
 - Emergency Communications**
 - Environment Commission**
 - Fine Arts Museums**
 - Fire Commission**
 - Health Commission**
 - Human Resources**
 - Juvenile Probation Commission**
 - Law Library Board of Trustees**
 - Library Commission**
 - Port Commission**
 - Recreation & Parks Commission**
 - Rent Stabilization Board**
 - Retirement System Board**
 - War Memorial Board of Trustees**
 - Commission on the Status of Women**
 - GSA City Administrator**
 - Children, Youth & Their Families**
 - Civil Service Commission**
 - Human Services Commission**
 - Medical Examiner**
 - Convention Facilities Management**
 - County Clerk**
 - Animal Care & Control**
 - Purchase/Contract Administration**
 - Child Support Services**
 - Elections Commission**
 - Entertainment Commission**
 - Health Service Board**
 - Police Commission**
 - Real Estate**
 - Technology**
 - Public Works**
 - Appeals Board**
 - Ethics Commission**
 - Planning Commission**
 - Municipal Transportation Agency**
 - Treasure Island Development Authority**

A = Appointed
E = Elected
S = Shared Appointment by Various Elected Officials

ELECTED OFFICIALS

Mayor

BOARD OF SUPERVISORS

President, District 3

Supervisor, District 1

Supervisor, District 2

Supervisor, District 4

Supervisor, District 5

Supervisor, District 6

Supervisor, District 7

Supervisor, District 8

Supervisor, District 9

Supervisor, District 10

Supervisor, District 11

Assessor-Recorder

City Attorney

District Attorney

Public Defender

Sheriff

Superior Courts Presiding Judge

Treasurer/Tax Collector

APPOINTED OFFICIALS

City Administrator

Controller

DEPARTMENT DIRECTORS/ADMINISTRATORS

Academy of Sciences (SCI)

Adult Probation (ADP)

Aging and Adult Services (DAAS)

Airport (AIR/SFO)

Animal Care and Control (ACC)

Arts Commission (ART)

Assessment Appeals Board

Assessor-Recorder (ASR)

Asian Arts Museum (AAM)

Building Inspection (DBI)

Edwin M. Lee

David Chiu

Eric Mar

Mark Farrell

Carmen Chu

Christina Olague

Jane Kim

Sean Elsbernd

Scott Wiener

David Campos

Malia Cohen

John Avalos

Phil Ting

Dennis J. Herrera

George Gascón

Jeff Adachi

Vicki Hennessy (Interim)

Katherine Feinstein

José Cisneros

Naomi Kelly

Ben Rosenfield

Gregory Farrington, Ph.D.

Wendy Still

Anne Hinton

John L. Martin

Rebecca Katz

Tom DeCaigny

Dawn Duran

Phil Ting

Jay Xu

Vivian Day

Board of Appeals (BOA)	Cynthia Goldstein
Board of Supervisors (BOS)	Angela Calvillo
Child Support Services (CSS)	Karen M. Royce
Children and Families Commission (CFC/First 5)	Laurel Kloomok
Children, Youth and Their Families (CHF/DCYF)	Maria Su
City Administrator (ADM)	Naomi Kelly
City Attorney (CAT)	Dennis J. Herrera
City Planning (CPC)	John Rahaim
Civil Service Commission (CSC)	Anita Sanchez
Controller (CON)	Ben Rosenfield
Convention Facilities Management	John Noguchi
County Transportation Authority (SFCTA)	José Luis Moscovich
District Attorney (DAT)	George Gascón
Economic and Workforce Development (ECN/OEWD)	Jennifer Matz
Elections (REG)	John Arntz
Emergency Management (ECD/DEM)	Anne Kronenberg
Entertainment Commission	Jocelyn Kane
Environment (ENV)	Melanie Nutter
Ethics (ETH)	John St. Croix
Fine Arts Museums (FAM)	Michelle Gutierrez (Acting)
Fire (FIR)	Joanne Hayes-White
Health Service System (HSS)	Catherine Dodd
Human Resources (HRD/DHR)	Micki Callahan
Human Rights Commission (HRC)	Theresa Sparks
Human Services Agency (DSS/HSA)	Trent Rhorer
Juvenile Probation (JUV)	William Sifferman
Law Library (LLB)	Marcia Bell
Library (LIB)	Luis Herrera
Medical Examiner	Amy P. Hart, M.D.
Municipal Transportation Agency (MTA)	Ed Reiskin
Office of Citizen Complaints (OCC)	Joyce Hicks
Police (POL)	Greg Suhr
Port (PRT)	Monique Moyer
Public Defender (PDR)	Jeff Adachi
Public Health (DPH)	Barbara Garcia
Public Utilities (PUC)	Ed Harrington
Public Works (DPW)	Mohammed Nuru
Recreation and Parks (REC)	Phil Ginsburg

Rent Board (RNT)
Retirement System (RET)
Sheriff (SHF)
Status of Women (WOM)
Superior Court (CRT)
Technology (TIS/DT)
Treasure Island Development Authority (TIDA)
Treasurer/Tax Collector (TTX)
War Memorial (WAR)

Delene Wolf
Jay Huish
Vicki Hennessy (Interim)
Emily Murase
T. Michael Yuen
Jon Walton (Acting)
Mirian Saez
José Cisneros
Elizabeth Murray

COUNTY EDUCATION INSTITUTIONS

San Francisco Unified School District
San Francisco Community College District

Carlos Garcia
Dr. Pamela Fisher

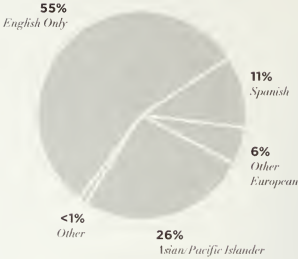
DEMOGRAPHIC AND ECONOMIC STATISTICS

Incorporated on April 15th, 1850, San Francisco is the fourth largest city in the state of California and geographically the smallest county in California. Occupying just 49 square miles of land, the City is located on a peninsula bounded by the Pacific Ocean on the west, San Francisco Bay on the east, the entrance to the Bay and the Golden Gate Bridge to the north and San Mateo County to the south.

While city government has played a key role in San Francisco's development, the true wealth of the City resides in the creative and entrepreneurial spirit of its pioneering citizens. The 2011 Census estimates a population of 812,826 in 2011, which represents a 0.9 percent increase from 2010.

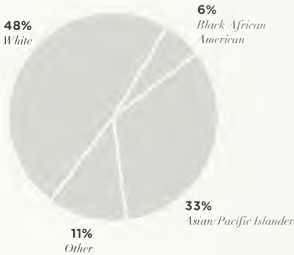
International immigration has been, and continues to be, the major reason for San Francisco's cultural diversity. Thirty-seven percent of the City's population over five was born outside of the United States, and 45 percent speak a language other than English at home. Immigration, and its legacy, contribute to a sense of diversity in San Francisco public schools, and positions our City's future labor force for success in the global economy.

Languages Spoken at Home



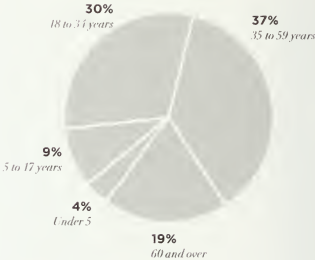
Source: American Community Survey, 2010.

San Francisco Race Identifications



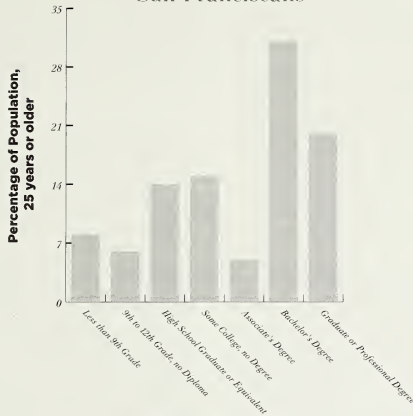
This information is provided by the 2010 Census. Please note that Latinos are not listed as Latinos and can be of any race. According to data from the 2010 American Community Survey, Latinos make up 15 percent of the population in San Francisco.

San Francisco Age Ranges



Source: American Community Survey, 2010.

Education Attainment of San Franciscans



Educational Attainment

A key component of San Francisco's economic growth is the educational attainment of its City's residents. According to 2010 U.S. Census data, over 50 percent of San Franciscans achieve a Bachelors degree or higher educational attainment.

LOCAL ECONOMY

Over the past year, the City has again proven to be the center of an innovative region, which continues to create jobs and opportunities, develop lasting social and cultural impacts, and formulate tools and ideas that are used worldwide. The San Francisco Bay Area region is comprised of nine counties: Alameda, Contra Costa, Marin, Napa, San Francisco, San Mateo, Santa Clara, Solano, and Sonoma. The strength of San Francisco's economy comes from a rich portfolio of well-established industries and businesses as well as emerging and growing sectors. In addition to being an economic center for advanced, knowledge-based services such as professional services, information technology and digital media, and hospitality services, San Francisco is pushing to develop new and innovative fields in civic-based technologies and green technologies to help grow our manufacturing sector.

San Francisco's continued success will depend on fostering our relationships with all local businesses and providing emerging businesses with the support necessary to launch the next great San Francisco company.

SECTOR GROWTH

San Francisco is an international hub for surging knowledge industries like the technology, clean technology, and biotech sectors, which spur job creation and drive economic growth. Today there are more than 1,600 technology companies in San Francisco, more than 200 clean technology and green businesses, and more than 100 life sciences companies in the City. This is in addition to the City's seven Fortune 500 firms and its historical strength in the financial services, professional services, education, health care, and consumer products sectors. As a global gateway city, San Francisco is a destination for international firms looking for a North American headquarters.

Global Tech Leader

San Francisco-based technology companies receive more venture capital than any other city in the world. In its 2011 report, Jones Lang LaSalle found that \$2.89 billion in venture capital investment was received by San Francisco-

based firms. San Francisco's total was over \$800.0 million more than New York City, the second-leading city in the world. The LaSalle report also found that the Bay Area, as a whole, outpaced the rest of the nation with a high concentration of venture capitalists. San Francisco ranked third in number of venture capitalists nationwide.

San Francisco tech industry growth in social media, gaming, mobile, cloud and software is driving demand for commercial office space and creating more jobs in San Francisco. In the first five months of 2012 alone, more than two million square feet of office space had been leased. Comparatively, this milestone was reached in the Fall of 2011. In addition, since the beginning of 2012, tenants touring San Francisco from out of town have doubled, driven by technology tenants from the South Bay and other parts of the Bay Area. The following firms have all expanded in San Francisco in the last two years: Salesforce, Twitter, Zynga, Riverbed, Airbnb, LinkedIn, Yammer, Tagged, Zoosk, Yelp, One Kings Lane, Macys.com, Pac-12 Enterprises, Mozilla, Zendesk, and Kabam.

These companies are creating thousands of jobs for our residents, bringing millions of dollars in revenues to our City and making San Francisco the Innovation Capital of the World from the Financial District through South of Market to Central Market. Since the Central Market Payroll Tax Exclusion was approved in April 2011, six tech companies have leased or occupied more than 450,000 sq/ft of space on Central Market.

From large established tech firms to innovative startups, San Francisco is home to a broad range of tech companies. The current wave of investment and growth in the tech industry is centered on firms more attracted to dynamic and creative urban areas than has been the case in the past. San Francisco's continued vision and commitment to being a great place to live and work, combined with our continual focus on business attraction and retentions, is driving job creation and economic growth for tomorrow.

A Center for Biotech Innovation, Collaboration and Discovery

Since 2004, San Francisco has successfully attracted another industry with deep roots in the region: biotech. As a result, San Francisco now has more than 100 biotech and life sciences companies including FibroGen, Nektar, Celgene, Bayer, and Pfizer. Of those, 38 companies are located in Mission Bay—a 303-acre science and innovation cluster that will include 4.4 million sq/ft of office, research, and development space, 6,000 units of housing (28 percent affordable), 500,000 sq/ft of retail, a 500 room hotel, and 49 acres of new public open space. Mission Bay is anchored by a number of leading research institutions including UCSF's 57-acre Mission Bay Campus, the California Institute for Quantitative Biosciences (QB3), the Gladstone Institutes, and the California Institute for Regenerative Medicine (CIRM). Mission Bay features one

of the highest concentrations of incubators anywhere with four life sciences incubators. The UCSF Medical Center at Mission Bay is under construction and will include a 289-bed complex featuring three separate hospitals that will specialize in children, women's health, and cancer patients. In the coming years, growth will continue to expand to the greater Mission Bay area, including Pier 70, Seawall Lot 337, and the Central Waterfront.

Cleantech Capital of North America

In 2012 San Francisco was named the Cleantech Capital of North America by the Cleantech Group, a leading cleantech industry research firm. The award recognizes the City's extensive cleantech efforts, which paired bold sustainability policies with smart economic development initiatives. Today, more than 200 clean technology and green companies are located in San Francisco including SunRun, Recurrent, Mission Motors, Suntech, Audra, SunEdison, Tioga Energy, Modcell, EnerNOC and many others. San Francisco has made an aggressive push in the renewable energy sector, particularly solar. Today more than 30 solar companies are located in San Francisco including the top five solar photovoltaic panel manufacturers in the world. San Francisco has also become a hub for international cleantech firms, particularly firms for China and Europe. With companies like Opower expanding its west coast offices in San Francisco, and SClenergy and Recurve headquartered in the City, San Francisco continues to be a leader in the energy efficiency sector.

San Francisco as a Top Retail Hub

San Francisco's retail industry employs more than 44,300 workers. The City ranks as one of the top markets in retail development potential, according to the Urban Land Institute and Price Waterhouse Coopers' Emerging Trends in Real Estate 2011 Report.

Although the retail sector is recovering from the economic downturn, several new projects and an increase in leasing activity will drive recovery efforts and make San Francisco even more competitive with other top retail destinations.

The Visitor and Hospitality Industry

Tourism and business travel in San Francisco continues to rebound as the hotel sector has steadily reported increases in occupancy over the past few years. According to industry analysts, San Francisco is one of the few markets in the country with the greatest and most immediate potential to thrive after the economic downturn.

In Fiscal Year (FY) 2012-13, the Moscone Center expansion project will conduct studies on how to meet the needs of its customers as well as develop a 20-year master plan to phase in the expansion construction, and ultimately bring in new

and bigger conventions, to San Francisco, and thus generate more revenue over time. Currently, Moscone renovations totaling \$70.0 million are underway. The City will invest an additional \$1.7 million for the Moscone Center expansion pre-development costs in FY 2012-13. Expansion of the Moscone Center will also inject hundreds of millions of dollars into the local economy with more convention attendee spending on amenities, lodging and other services in San Francisco.

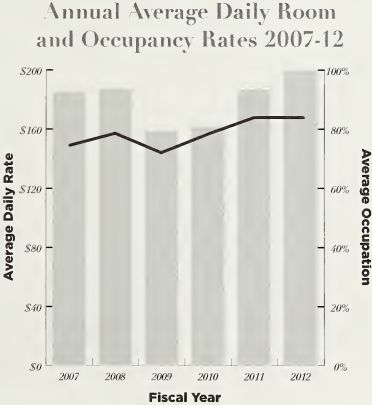
In April 2011, the San Francisco International Airport opened Terminal 2, which is the dedicated terminal for American Airlines and Virgin America. As a result, San Francisco can expect continued growth in domestic travel. In the future, the Airport will also embark on improvements to the boarding areas in Terminal 1 and Terminal 3 to enhance the visitor experience at the Airport.

Over the next few years, San Francisco will embark on several major projects that will help to draw in visitors. The new Exploratorium project on Piers 15 and 17 is expected to be completed in 2013. The Cruise Terminal project on Pier 27, projected to be completed in 2012, will increase San Francisco's capacity to host cruises. The Transbay Transit Center project, now underway, will transform the regional transportation system. San Francisco is also committed to working with the Warriors to develop a world-class, state-of-the-art sports and entertainment facility in time

for the 2017-18 NBA season. In addition to the creation of thousands of new jobs for Bay Area residents, the new arena will generate hundreds of millions of dollars in new economic growth and activity for the City. Games and events will bring people from all over the region, and the money they spend will benefit local businesses.

Fisherman's Wharf, one of the cornerstones of San Francisco's tourism sector, will also undergo improvements to the Pier 43 Promenade, which will extend the Embarcadero Promenade between Powell and Mason Streets, by late 2011. The Public Realm Plan at Fisherman's Wharf will improve pedestrian, cyclist, and motorist circulation on Jefferson Street, and provide a safe environment for all visitors. Furthermore, the proposed budget includes \$4.2 million to rebuild Jefferson Street from Jones to Hyde, which will calm traffic, improve bicycle safety, and enhance the aesthetics of the street for residents and tourists alike.

Finally, in December 2010, San Francisco was chosen to host the 2013 America's Cup, the third largest international sporting event. The series of races leading up to the America's Cup finals will begin in 2012. These events are expected to draw thousands of visitors to San Francisco and will directly support our local hotels, restaurants, shops and cultural institutions.



The chart above represents both the occupancy and the average daily rate for San Francisco's hotels. As both of these measures increase, they demonstrate the strength of San Francisco's tourism industry. Please note: 2012 figures reflect average rates through March.

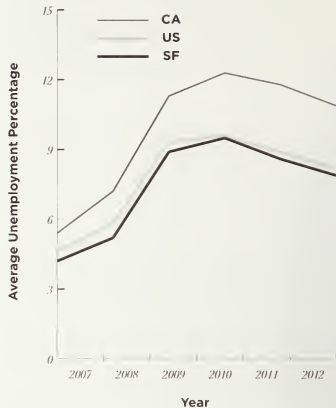
LEADING THE STATE'S ECONOMIC RECOVERY

While the great recession was a deep and long recession for the City, San Francisco fared far better than other parts of the state or nation. The recession hit the City later than other areas, and unemployment has remained a full three points below the state average. Perhaps most significantly, in contrast with previous recessions, San Francisco is now leading, not lagging, the state's economic recovery.

In April 2012, San Francisco had the third lowest unemployment rate in California, with a preliminary unemployment rate of 7.4 percent. Since January 2011, the unemployment rate has dropped steadily from 9.6 percent to 7.4 percent in April, reflecting the creation of approximately 22,500 net-new jobs in San Francisco over the last year. The City's job growth was among the fastest in California in 2011. Through the first nine months of 2011, private sector employment grew at an average rate of 3.1 percent over the previous year. The corresponding statewide growth rate was only 1.7 percent.

Moreover, San Francisco's long-term economic fundamentals—the quality of its workforce, environment, technological base, and the general quality of life—remain among the strongest of any city in the United States. These competitive advantages are likely to secure the City's continued prosperity after the current recession.

Annual Unemployment Rate Trends



San Francisco's current average unemployment rate as of April 2012 (7.4 percent) remains well below the State's as of April 2012 (10.9 percent). Furthermore, San Francisco is now below the national May 2012 unemployment rate (8.2 percent).

Budget Information



*Denmo Ibrahim, Owner
Earthbody, District 5*

Fund Structure

The City and County of San Francisco (the City) adopts budgets for all funds on an annual basis, except for capital project funds and certain debt service funds for which the City usually adopts project-length budgets. A fund is a grouping of related accounts that are used to maintain control over resources that have been segregated for specific activities or objectives. All City funds can be divided into the following three categories: governmental funds, proprietary funds, and fiduciary funds.

GOVERNMENTAL FUNDS

Governmental funds are used to account for most of the City's basic services, and to record available resources, expected expenditures, and changes. There are different types of funds organized within the governmental fund category including special revenue, debt service, capital projects, and permanent funds. A major fund within this category is the General Fund. The General Fund is the City's main source of discretionary spending.

PROPRIETARY FUNDS

Proprietary funds are generally used to account for services for which the City charges customers, including either outside customers or internal units or City departments. The two major types of proprietary funds include internal service funds and enterprise funds. Internal service funds are used to account for the expense of goods or services provided by one City department to another City department on a cost-reimbursement basis. Internal service funds account for the activities of centralized vehicle and equipment maintenance, purchasing, printing and mailing, telecommunications and information services, and lease financing through the Finance Corporation. Enterprise funds are used to support the operations, facilities maintenance, and capital needs of specific entities. Resources in enterprise funds are not available for general City services.

The City reports on the following major proprietary funds:

- **The San Francisco International Airport Fund** accounts for the activities of the city-owned commercial service airport in the San Francisco Bay Area.
- **The Water Department Fund** accounts for the activities of the San Francisco Water Department, under the Public Utilities Commission (PUC). The Department is engaged in the distribution of water to the City and certain suburban areas.

- **The Hetch Hetchy Water and Power Fund** accounts for the activities of Hetch Hetchy Water and Power Department (Hetch Hetchy) under the PUC. The Department is engaged in the collection and distribution of approximately 85 percent of the City's water supply and in the generation and transmission of electricity.
- **The Clean Water Program Fund** accounts for the activities of the Clean Water Program (CWP) under the PUC. The CWP was created after San Francisco voters approved a proposition in 1976 authorizing the City to issue \$240.0 million in bonds for the purpose of acquiring, constructing, improving, and financing improvements to the City's municipal sewage treatment and disposal system.
- **The Municipal Transportation Agency Fund** accounts for the activities of the Municipal Transportation Agency (MTA). The MTA was established by Proposition E, passed by the City's voters in November 1999 and includes: the San Francisco Municipal Railway (MUNI); San Francisco Municipal Railway Improvement Corporation (SFMRIC); and, the operations of the Parking and Traffic Commission (DPT) which includes the Parking Authority. MUNI is responsible for the operation of the City's public transportation system. SFMRIC is a nonprofit corporation established to provide capital financial assistance for the modernization of MUNI by acquiring, constructing, and financing improvements to the City's public transportation system. DPT is responsible for proposing and implementing street and traffic changes, and oversees the City's off-street parking operations.
- **The General Hospital Medical Center Fund** accounts for the activities of the San Francisco General Hospital Medical Center, the City-owned acute care hospital.
- **The Port of San Francisco Fund** accounts for the activities of the Port of San Francisco. The fund was established in 1969 after San Francisco voters approved a proposition accepting the transfer of the Harbor of San Francisco from the State of California.
- **The Laguna Honda Hospital Fund** accounts for the activities of Laguna Honda Hospital, the city-owned skilled nursing facility.

FIDUCIARY FUNDS

Fiduciary funds are used to account for resources held for the benefit of parties outside the City. They are not available to support the City's own programs and are comprised of the following major funds:

- **The Permanent Fund** accounts for resources legally restricted to the extent that only earnings—not principal—may be used for purposes that support specific programs.
- **The Pension and Other Employee Benefit Trust Funds** reflect the activities of the Employees' Retirement System and the Health Service System. The Retirement System accounts for employee contributions, city contributions, and the earnings and profits from investments. It also accounts for the disbursements made for employee retirement benefits, withdrawals, disability and death benefits, and administrative expenses. The Health Service System accounts for contributions from active and retired employees and surviving spouses, employer contributions (including the City, Community College District, and San Francisco Unified School District, among others), and the earnings and profits from investments. It also accounts for disbursements to various health and dental plans and care providers for the medical and dental expenses of beneficiaries.
- **The Investment Trust Fund** accounts for the external portion of the Treasurer's Office investment pool. The funds of the San Francisco Community College District, San Francisco Unified School District, and the Trial Courts are accounted for within the Investment Trust Fund.
- **The Agency Funds** account for resources held by the City in a custodial capacity on behalf of the State of California and human welfare, community health, and transportation programs.

General Fund Revenue and Expenditure Trends

OVERVIEW

Each year, the City prepares a budgetary forecast of General Fund supported operating expenditures and revenues, and projects either a surplus or shortfall between expenditures and revenues. In odd-numbered years, the Mayor's Office works with the Controller's Office to prepare the City's Five-Year Financial Plan which is submitted to the Board of Supervisors for review and adoption. In even-numbered years, the City prepares an update to the Five-Year Financial Plan, commonly referred to as the Joint Report, since it is jointly authored by the Controller, the Mayor's Office of Public Policy and Finance and the Board of Supervisor's Budget and Legislative Analyst. In May of 2011, the City released the first ever Five-Year Financial Plan which was then updated by the March 2012 Joint Report. These reports project updated revenue trends based on the most current economic data and assume no change to existing policies and service levels. This most recent Joint Report, published on March 7, 2012, projected a \$169.6 million General Fund shortfall for FY 2012-13, a \$312.0 million shortfall for Fiscal Year (FY) 2013-14, a \$491.8 million shortfall in FY 2014-15, and a \$495.4 million shortfall in FY 2015-16.

The City is legally required to balance its budget each year. The Mayor's Proposed Two-Year Budget for Fiscal Years 2012-13 and 2013-14 balances the \$169.6 million and \$312.0 million shortfalls with a combination of one-time and ongoing departmental expenditure savings, citywide consolidations and efficiencies, and better than expected receipts in citywide and departmental revenue due to the economic recovery, in particular increases in payroll and property transfer tax receipts. The proposed FY 2012-13 budget totals \$7.3 billion, a \$512.2 million, or 7.5 percent, increase from the FY 2011-12 budget. The General Fund comprises \$3.5 billion of the total budget, reflecting a \$219.8 million, or 6.7 percent, increase compared to FY 2011-12.

The economic recovery that began in 2010 is projected to continue at the national, state and local levels in Fiscal Years 2012-13 and 2013-14. The revenue projections in this budget are based on the assumption that most tax revenues will continue a strong recovery in FY 2012-13 and begin to plateau in FY 2013-14. In FY 2012-13 General Fund property and payroll taxes are projected to increase 4.8 percent and 16.8 percent, respectively, from FY 2011-12 budgeted levels and by 2.9 percent and 8.4 percent in FY 2013-14 from FY 2012-13 projections. Other local tax revenues, including real property transfer, parking and

hotel taxes are projected to increase by an average of 18.0 percent in FY 2012-13 from the FY 2011-12 budget and by 3.0 percent, on average, in FY 2013-14 from FY 2012-13 projections. Interest income is projected to show modest improvement in FY 2012-13 and a decline in FY 2013-14, reflecting continuing low interest rates and changes to cash balances from tax receipts. Federal government subventions are projected to decline by 1.4 percent in FY 2012-13 and increase by 3.1 percent in 2013-14 due to one-time cost reimbursements. Across all funds (including the hospitals, airport, and utilities) revenue from charges for services is projected to remain relatively flat during FY 2012-13, increasing only 1.4 percent from the FY 2011-12 budget, but grow a stronger 5.6 percent during FY 2013-14. This increase in FY 2013-14 is primarily due to additional concession revenue and airline landing fees at the Airport. The largest revenue percentage decreases are a 7.1 percent projected loss of Licenses, Permits, and Franchises revenue in FY 2012-13 due to declines in revenue from taxi medallion sales and a 25.0 percent projected loss of revenue from Interest and Investment income in FY 2013-14, reflecting continuing low interest rates.

While the Joint Report projected revenues will increase \$105.0 million and then an additional \$96.0 million respectively in Fiscal Years 2012-13 and 2013-14 from FY 2011-12, operating expenditures are projected to increase at an even faster rate. The largest projected increase is for employee salary, wage and fringe benefit costs. In the proposed budget, total labor-related costs are \$267.8 million higher in FY 2012-13 than FY 2011-12, and \$161.9 million higher in FY 2013-14 than FY 2012-13. Within General Fund operations, labor-related costs are \$114.0 million higher in FY 2012-13 than FY 2011-12, and \$70.2 million higher in FY 2013-14 than FY 2012-13. These increases are due to the rapidly rising cost of employee health and pension benefits and a proposed increase in the number of funded positions, primarily related to federal healthcare reform in the Department of Public Health. In addition, the budget reflects position growth as a result of the formerly federally funded Jobs Now program at the Human Services Agency, and the addition of the former Redevelopment Agency into the City Administrator's Office, the Mayor's Office of Housing, and the Port. Offsetting these cost increases is nearly \$40.0 million in annual on-going savings from Proposition C, pension reform, passed by the voters in November of 2011. General Fund revenue and expenditure trends are discussed in greater detail below.

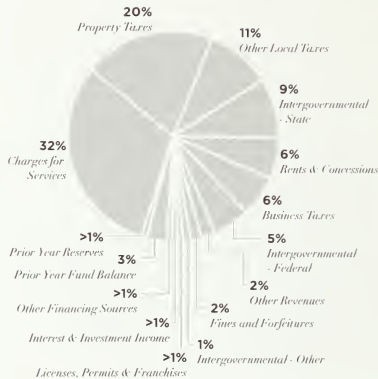
REVENUE TRENDS

The City's budget is supported by a number of different revenue sources. Enterprise fund activities are primarily backed by fees for service, while tax revenues account for approximately 62 percent of total General Fund sources in FY 2012-13 and 63 percent in FY 2013-14.

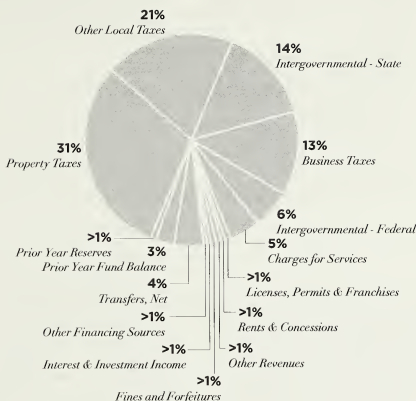
Citywide revenues are projected to increase by \$512.2 million, or 7.5 percent, from FY 2011-12 to FY 2012-13, and \$207.8 million, or 3.2 percent, from FY 2012-13 to FY 2013-14. Total General Fund resources including transfers, fund balance and use of reserves are projected to increase from FY 2011-12 by \$219.8 million, or 6.7 percent, in FY 2012-13 and by an additional \$109.2 million, or 3.1 percent, in FY 2013-14. The largest increases in General Fund revenues are in real property transfer tax, property

tax, and payroll tax. General Fund state subventions are increasing \$31.8 million (6.8 percent) in FY 2012-13 and \$9.6 million in FY 2013-14 (1.9 percent), which includes an assumed loss of \$15.0 million in state funding during FY 2012-13. The budget allocates \$184.8 million in General Fund year-end balance from FY 2011-12 as a source, which is split evenly as a source at \$92.4 million per year in both FY 2012-13 and FY 2013-14. The budget also includes an allocation of \$32.8 million from prior year reserves, including \$6.3 million and \$4.7 million in Rainy Day Reserve funds to be transferred to the San Francisco Unified School District in FY 2012-13 and FY 2013-14 respectively, \$18.3 million in Citywide Budget Savings Incentive Reserve and \$3.6 million from the Recreation and Park Budget Savings Incentive Reserve.

FY 2012-13 Sources of Funds - All Funds



FY 2012-13 Sources of Funds - General Funds



GENERAL FUND REVENUES

Property Tax Revenue

The General Fund share of property tax revenue is expected to be \$1.078 billion in FY 2012-13 and \$1.109 billion in FY 2013-14, a 4.8 percent and 2.9 percent increase, respectively, from the FY 2011-12 budget reflecting relatively stable residential rolls and rebounding commercial valuations. Approximately 57 percent of Proposition 13's one percent property tax rate accrues to the General Fund. The remainder of the revenue accrues to the State's Education Revenue Augmentation Fund (ERAF), the City's Library Preservation Fund, Children's Fund or Open Space Fund, or accrues to other entities such as the Bay Area Rapid Transit District (BART), the San Francisco Unified School District, and the San Francisco Community College District. In addition to the one percent countywide property tax rate (determined by Proposition 13), the City pays debt service related to voter-approved bonds from a property tax rate add-on that the Controller calculates annually. This add-on is projected to be 0.17 percent for FY 2012-13 and FY 2013-14 for a total property tax rate of 1.17 percent for both years.

Business Tax Revenue

Business tax revenue is budgeted at \$454.3 million in FY 2012-13 and \$492.0 million in FY 2013-14 in the General Fund, which represents annual growth of \$38.4 million, or 9.8 percent, and \$26.1 million, or 6.1 percent, respectively. Business tax revenue is comprised of payroll taxes and business license registration fees. The proposed revenue level for FY 2012-13 and FY 2013-14 reflects continued improvement over the growth experienced in FY 2011-12 that resulted from increased total payroll during 2011. The budget assumes continued recovery in both the number of jobs and wage levels during tax year 2013 and includes \$1.7 million in new collections of delinquent revenue from initiatives implemented by the Tax Collector.

Sales Tax Revenue

Local sales tax is expected to generate \$121.7 million in FY 2012-13 and \$130.0 million in FY 2013-14 in revenue, an annual increase of 14.0 percent and 6.8 percent respectively. In FY 2011-12, local sales tax revenue continued the recovery that began in the final quarter of FY 2009-10. The growth experienced during FY 2011-12 and projected for FY 2012-13 and 2013-14 is at a rate that

is expected to keep sales tax revenue recovering from the significant spending reductions that both individual consumers and businesses made during the recession for several years. Sustained increases in this economically sensitive revenue source will depend on tourism, job growth and business activity.

Hotel Room Tax Revenue

Total hotel room tax revenue is estimated to be \$253.3 million in FY 2012-13, of which \$194.0 million will accrue to the General Fund; and \$275.6 million in FY 2013-14, of which \$216.1 million will accrue to the General Fund. The General Fund allocation represents annual increases of 7.1 percent and 11.4 percent respectively. These increases reflect strong year over year growth in occupancy and average daily room rates in both years, and an anticipated increase in visitors related to the America's Cup in FY 2013-14.

Access Line and Utility User Tax Revenues

With the passage of Proposition O in November 2008, the City replaced the Emergency Response or "911" Fee with the Access Line Tax (ALT). The budget for Fiscal Years 2012-13 and 2013-14 includes \$1.9 million in additional ALT revenue in FY 2012-13, a 3.0 percent increase from the FY 2011-12 budget; and \$1.3 million in additional ALT revenue in FY 2013-14, a 3.0 percent increase from FY 2012-13. The increase is due to both projected increases in the number of lines as well as annual inflationary adjustments to the per-line fee authorized under Proposition O. Utility user's tax revenue is projected to generate \$91.9 million in FY 2012-13 and \$93.7 million in FY 2013-14, a 3.9 percent decrease in FY 2012-13 from the FY 2011-12 budget due to a decline in telephone user tax revenue.

Parking Tax Revenue

Parking tax receipts for FY 2012-13 are expected to increase by \$2.3 million, or 3.0 percent, compared to the FY 2011-12 budget. Parking tax receipts are expected to see a further increase from FY 2012-13 to FY 2013-14 of \$2.2 million, or 3.0 percent. These increases are driven by increased business activity and employment projected during FY 2012-13 and FY 2013-14.

Real Property Transfer Tax Revenue

Real property transfer tax revenue is budgeted at \$203.5 million in FY 2012-13, which is \$84.6 million, or 71.2 percent, above the FY 2011-12 budget of \$118.8 million. In FY 2013-14, real property transfer tax revenue is budgeted at \$183.1 million, which is \$20.3 million, or 10.0 percent, below the FY 2012-13 budget. Commercial transactions increased significantly during FY 2011-12, particularly among properties valued at \$5 million and more. Revenues improved at an even faster pace due to

the effect of Proposition N (passed in November 2010), which increased the tax rate on transactions valued at or above \$5.0 million. The total value of properties changing ownership is projected to increase to historic levels in FY 2012-13, before slowing and declining slightly in FY 2013-14. Considering the highly volatile nature of this revenue source, the Controller monitors collection rates throughout the fiscal year and provides updates to the Mayor and Board of Supervisors.

Federal Revenue

Federal grants and subventions are projected to decrease by \$2.9 million, or 1.4 percent, to \$203.8 million in FY 2012-13, and increase by \$6.4 million, or 3.1 percent, in FY 2013-14. FY 2013-14 includes a large one-time payment of \$10 million in FY 2013-14 in federal transportation reimbursements.

State Revenue

State grants and subventions are projected to increase by \$26.7 million, or 5.6 percent, to \$501.4 million in FY 2012-13 and then increase by \$9.6 million, or 1.9 percent, to \$510.9 million in FY 2013-14. Statewide sales tax revenues are projected to continue the recovery that began in FY 2010-11. The budget for FY 2012-13 and FY 2013-14 assumes increases in Health and Welfare Realignment sales tax subventions of \$10.9 million, or 10.7 percent, and \$3.9 million, or 3.5 percent, respectively. Similarly, Proposition 172 Public Safety Sales Tax allocations are projected to increase by \$9.9 million, or 14.3 percent, in FY 2012-13 and by \$2.8 million, or 3.5 percent, in FY 2013-14. The remaining increase is largely due to increases in funding for Public Safety and Health and Welfare Realignment. These increases are offset by a projected \$3.7 million decline, or -8.8 percent, in allocations of statewide Vehicle License Fee (VLF) collections in FY 2012-13 with a modest increase of \$0.4 million, or 1.0 percent, in FY 2013-14. The proposed budget assumes unspecified losses in state subventions of \$15.0 million in FY 2012-13 due to the State's budget shortfall, which is the same level of cuts assumed in the FY 2011-12 budget. The FY 2013-14 budget does not assume any losses at this time. These estimates will be revised when more information is known about the final State budget package.

Charges for Services

Charges for services are projected to grow by \$12.3 million, or 8.6 percent, in FY 2012-13 compared to the FY 2011-12 Budget, and by \$5.0 million, or 3.2 percent, from FY 2012-13 to FY 2013-14, due primarily to increased recoveries from ambulance billings at the Fire Department allowed by state legislation AB 678 passed in 2011 allowing the City to obtain increased federal Medicare reimbursements for ambulance services.

OPERATING TRANSFERS IN

Transfers in to the General Fund are projected to decrease by \$2.5 million, or 1.6 percent, in FY 2012-13 from FY 2011-12 Budget, and decrease an additional \$0.2 million, or 0.1 percent, from FY 2012-13 to FY 2013-14. The decrease is primarily driven by changes to Convention

Facilities transfers which are offset by an annual service payment of 15.0 percent from San Francisco International Airport concession revenues. The airport concession funding is projected to be \$4.6 million more than the FY 2011-12 budgeted amount, and then to increase by an additional \$0.8 million from FY 2012-13 to FY 2013-14, as airport traffic continues to increase.

GENERAL FUND SOURCES

	FY 2011-12 Budget	FY 2012-13 Proposed	Change from FY 2011-12	FY 2013-14 Proposed	Change from FY 2012-13
Property Taxes	\$1,028,677,110	\$1,078,083,389	\$49,406,279	\$1,109,675,389	\$31,592,000
Business Taxes	\$389,878,000	\$454,305,800	\$64,427,800	\$491,311,000	\$37,005,200
Other Local Taxes	\$602,255,296	\$733,295,100	\$131,039,804	\$748,852,200	\$15,557,100
Licenses, Permits & Franchises	\$24,336,608	\$25,332,126	\$995,518	\$25,665,126	\$333,000
Fines and Forfeitures	\$7,710,036	\$7,138,114	\$(571,922)	\$7,132,614	\$(5,500)
Interest & Investment Income	\$6,050,469	\$6,775,808	\$725,339	\$5,797,976	\$(977,832)
Rents & Concessions	\$22,894,632	\$21,423,967	\$(1,470,665)	\$20,964,467	\$(459,500)
Intergovernmental - Federal	\$208,783,857	\$198,844,047	\$(9,939,810)	\$210,257,719	\$11,413,672
Intergovernmental - State	\$469,594,045	\$501,353,321	\$31,759,276	\$510,968,739	\$9,615,418
Charges for Services	\$153,545,551	\$167,588,909	\$14,043,358	\$172,579,267	\$4,990,358
Other Revenues	\$18,253,717	\$18,007,772	\$(245,945)	\$19,865,691	\$1,857,919
Other Financing Sources	\$588,500	\$627,000	\$38,500	\$2,434,000	\$1,807,000
	\$2,932,567,821	\$3,212,775,353	\$280,207,532	\$3,325,504,188	\$112,728,835
Transfers, Net	\$157,198,899	\$155,950,030	\$(1,248,869)	\$155,782,168	\$(167,862)
Prior Year Fund Balance	\$159,390,028	96,593,849	\$(62,796,179)	93,167,118	\$573,269
Prior Year Reserves	\$12,752,069	16,369,954	\$3,617,885	16,454,424	\$(5,123,055)
	\$3,261,908,817	\$3,481,689,186	\$219,780,369	\$3,590,907,898	\$108,011,187

EXPENDITURE TRENDS

PERSONNEL EXPENSES

The Proposed Budget includes an increase in total labor costs of \$267.8 million (7.6 percent) and \$161.1 million (4.2 percent) for all funds in FY 2012-13 and FY 2013-14, respectively, and \$114.0 million in FY 2012-13 and an additional \$70.2 in FY 2013-14 from each prior budget year for the General Fund. This increase is associated with increasing costs for employee health and pension benefits and a proposed increase in the number of funded positions. It is also due to negotiated settlements with the City's labor unions including the expiration of the 12 furlough days, a modest wage increase in FY 2013-14 of 1.75 percent for most City employees, and additional cost sharing of employee medical and retirement costs.

NON-PERSONNEL EXPENSES

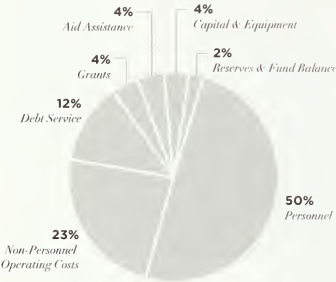
General Fund non-personnel expenses, including professional services, materials and supplies, aid

assistance, grants, capital projects and equipment, will increase by \$23.7 million, or 2.1 percent, to \$1.2 billion in FY 2012-13 and remain at those spending levels in FY 2013-14.

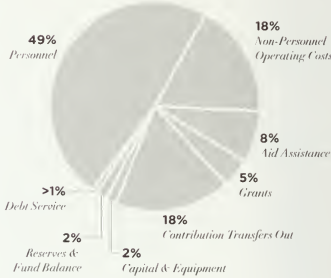
CONTRIBUTION TRANSFERS OUT

Contribution Transfers Out of the General Fund are budgeted at \$614.7 and \$669.3 million in Fiscal Years 2012-13 and 2013-14, respectively, an increase of \$86.4 million and an additional \$54.5 million from FY 2011-12, primarily related to an increase in the General Fund subsidy for the San Francisco General and Laguna Honda Hospital Funds as well as increasing baseline funded requirements for the Municipal Transportation Agency, the Public Library, and the Public Education Enrichment Fund.

FY 2012-13 Uses of Funds -
All Funds



FY 2012-13 Uses of Funds -
General Fund



SPENDING MANDATES AND DISCRETIONARY SOURCES

In Fiscal Years 2012-13 and 2013-14, the General Fund will represent 47.7 percent of the City's total budget. General Fund discretionary spending capacity; however, is expected to be less than 20 percent of the City's total budget due to voter-approved minimum spending requirements. San Francisco voters have passed ballot measures that require minimum spending levels for certain operations, including the Children's Baseline,

the Public Library Baseline, the Public Transportation Baseline, the City Services Auditor operations, the Municipal Symphony Baseline, the Human Services Care Fund, and Police and Fire Department minimum staffing requirements. Final calculations of the General Fund discretionary spending capacity will be available in mid-June prior to adoption of a final budget.

Long-Term Financial Planning Process

The Constitution of the State of California requires all cities to adopt a balanced budget wherein revenues match expenditures. In order to do so, the City must be able to project expected revenues and expenditures in future years. Long-term financial planning involves making revenue and cost projections to inform the City's budget process. Adding to the complexity of financial planning, the San Francisco City Charter and state law in many cases restrict how revenue may be generated and often specify how the City must spend available funds. Although the City's budget is formally developed between February and June of each year, the City's financial planning is a year-round process.

The following sections provide some detail on the various projections, policies, and plans that inform and enable the City's annual budget process.

TWO-YEAR BUDGETING

On November 3, 2009, voters approved Proposition A amending the Charter to make changes to the City's budget and financial processes intended to stabilize spending by requiring multi-year budgeting and financial planning.

Proposition A requires a two-year (biennial) budget, replacing the current annual budget. In Fiscal Year (FY) 2010-11, the City adopted two-year budgets for the following four pilot departments: the Airport, the Port, the Public Utilities Commission, and Municipal Transportation Agency (MTA). For the first time this year, the four early-implementation departments mentioned above will have a "fixed" two-year budget for FY 2012-13 and FY 2013-14. These departments will only amend their budget next year if revenues or expenditures are 5.0 percent above or below projections. Also for the first time this Fiscal Year (FY 2012-13), all City departments will adopt two-year budgets as required by Proposition A. These departments will retain the opportunity to adjust their budget regardless of variances from projections next year. Once departments have had a reasonable amount of time to adjust to two-year budgeting, the second year will become fixed for all City departments. The two-year budgets are developed, approved, and implemented pursuant to the same process as the annual budgets described in the Annual Financial Planning and Budget Process section of this document.

OPERATING REVENUE AND EXPENDITURE PROJECTIONS

The Controller's Office, the Mayor's Office and the Board of Supervisors are responsible for leading long-term financial planning for the City. Between these three offices, the City produces three annual reports over the course of each Fiscal Year, including a Five-Year Financial Plan each odd calendar year, and a Joint Report each even calendar year. Together, these reports provide the basis for developing the City's budget. These reports are:

THE CONTROLLER'S SIX-MONTH BUDGET STATUS REPORT, published annually in early February, projects the year-end status of the City's General Fund and key special revenue and enterprise funds based on financial activity from July through December. Issues identified within this report can then be incorporated into mid-year budgetary adjustments as necessary.

THE FOUR YEAR BUDGET PROJECTION ("JOINT REPORT"), published each even calendar year in March by the Controller's Office, the Mayor's Office of Public Policy and Finance, and the Board of Supervisor's Budget and Legislative Analyst Office, reports on projected citywide revenues and expenditures for the next four fiscal years. First required by voters in 1994, this analysis captures significant one-time budgetary items in addition to forecasting revenue and expenditure trends into the future. Starting in FY 2011-12, the Joint Report was extended to forecast four years into the future, (prior to FY 2011-12, the report projected three years into the future). This change is required by Proposition A, which also states that the City must adopt a biennial Five-Year Financial Plan. The Joint Report now serves as an "off year" update to the Five-Year Financial Plan and projects out the remaining four years of the prior year plan.

THE FIVE-YEAR FINANCIAL PLAN, published each odd calendar year in late March by the Controller's Office, the Mayor's Office of Public Policy and Finance, and the Board of Supervisor's Budget and Legislative Analyst Office, forecasts expenditures and revenues during a five-year period, proposes actions to balance revenues and expenditures during each year of the plan, and discusses strategic goals and corresponding resources for city departments. In May 2011, the Mayor proposed the City's

first Five-Year Financial Plan for Fiscal Years 2011-12 through 2015-16, and in March 2012 the City released the first four year Joint Report, which provided an “off-year” update to the previous year’s Five-Year Financial Plan.

THE CONTROLLER’S NINE-MONTH BUDGET STATUS REPORT, published annually in early May, reports financial activity from July through March and includes the projected year-end status of the City’s General Fund as well as key special revenue and enterprise funds. A comprehensive review of revenue and spending to date and discussions with financial officers at major City departments drive the report’s year-end projections.

These reports are used by the Mayor’s Office in preparing a balanced budget to propose to the Board of Supervisors each year, and for developing multi-year budget projections. The reports provide information on the resources available for the City’s programs and provide projections on city costs moving forward. The independent auditors who certify the City’s annual financial statements and the national bond rating agencies provide additional external oversight to the City’s financial matters.

NEW FINANCIAL POLICIES AND ENLARGED RESERVES

Proposition A charges the Controller’s Office with proposing to the Mayor and Board of Supervisors financial policies addressing reserves, use of volatile revenues, debt, and financial measures in the case of disaster recovery, and requires the City to adopt budgets consistent with these policies once approved.

In May of 2010, new legislation was adopted to 1) codify the City’s practice of maintaining an annual General Reserve for fiscal pressures not anticipated in the budget and roughly double the size of the reserve by Fiscal Year 2015-16; and, 2) create a new Budget Stabilization Reserve funded by excess receipts from volatile revenue streams to augment the existing Rainy Day Reserve to help the City mitigate the impact of multi-year downturns.

TEN-YEAR CAPITAL EXPENDITURE PROJECTIONS

Simultaneous to the revenue and expenditure projection process, the City also engages in a long-term capital planning process for the infrastructure and facilities needs of the City. Managed under the City Administrator, the City has completed a comprehensive assessment of the near-term and long-term capital needs on a building-by-building, asset-by-asset basis each year since 2005. Starting in FY 2011-12, the Ten-Year Capital Plan is switching from an annual to a biennial process to be issued along with the City’s Five-Year Financial Plan in each odd calendar year. The Ten-Year Capital Plan is a tool to inform policymakers as they make funding

decisions for city capital projects. The Plan prioritizes projects, establishes timelines for major investments needed to maintain the City’s infrastructure, highlights opportunities to combine similar capital projects to generate cost savings, and identifies funding sources. Once passed by the Board of Supervisors and the Mayor, the Capital Plan serves as a central tool in the development of the City’s budget. The Plan also presents an opportunity for city departments to coordinate investments and share information about the impact to operating costs that may result from new capital projects.

Funding for capital improvements is appropriated through the City’s budget process. This year the Capital budget is moving to a two-year budget cycle along with the rest of the City’s budget. While the creation of a Ten-Year Capital Plan does not change the basic appropriation and funding mechanisms for capital improvements, the priorities in the capital improvement budget do reflect the policies and objectives identified in the plan.

CAPITAL PLANNING COMMITTEE

The legislation requiring the development of the Ten-Year Capital Plan also created the Capital Planning Committee (CPC) composed of elected officials and key department heads. The purpose of the CPC is to: establish prioritization and assessment criteria to assist the City Administrator with the development of the Capital Plan; bi-annually review the City Administrator’s proposed Capital Plan prior to its submission to the Mayor and Board of Supervisors; and, review the annual/biennial budgets and any proposed use of long-term debt—including General Obligation bonds—to ensure compliance with the plan. The CPC also provides an opportunity for interdepartmental discussion about the impact of capital investments on City operating costs and service delivery.

Under the direction of the City Administrator, Capital Planning staff annually assess facility conditions for repair and renewal needs; make renewal cost projections; and, evaluate costs of proposed enhancement projects within the horizon of the Ten-Year Capital Plan. Using criteria designated by the CPC, staff review available funding resources and prepare and update the Ten-Year Capital Plan. Once these recommendations have been integrated into the final draft of the Plan, it is presented to the Mayor and Board of Supervisors for approval. Highlights of the Fiscal Year 2012-21 Capital Plan and its effects on the City’s operating budget are included in the back of this book.

FIVE-YEAR FINANCIAL PLANNING

In May 2011, the Mayor proposed the City’s first Five-Year Financial Plan for Fiscal Years 2011-12 through 2015-16.

This plan projects that despite growing revenues, the cost of city services will steadily outpace revenue growth over the next five years. If the City does not take corrective action, the gap between General Fund revenues and expenditures will rise from \$283 million in FY 2011-12 to approximately \$829 million in FY 2015-16. The primary driver of this growing imbalance is employee wage, benefit, and pension costs, which are projected to grow by \$648 million—or 32.0 percent—over the next five years.

To address this structural imbalance and promote fiscal stability, the Five-Year Financial Plan proposes a number of strategies, including controlling employee wage and benefit costs, raising additional revenue, adjusting revenue baseline requirements and allocations, and limiting non-personnel cost inflation. The Plan also recommends phasing out the use of one-time solutions to balance the budget and instead using these measures to fund reserves and one-time expenditures such as capital projects. If the City takes proactive steps to implement these strategies, it can minimize the impact on departmental services and operations and be better prepared for future economic downturns.

In addition to these citywide General Fund projections, the Five-Year Financial Plan also includes more detailed discussion of major budgetary and programmatic issues facing many of the City's largest departments, as well as a summary of the City's Ten-Year Capital Plan and Information and Communications Technology (ICT) Plan.

In March 2012, the Controller's Office, Mayor's Office and the Board of Supervisors' Budget and Legislative Analyst's Office released the first four-year Joint Report, which provides an update to the prior year's Five-Year Financial Plan for Fiscal Years 2012-13 through 2015-16. The Joint Report shows that past budget balancing strategies and on going reductions, in addition to the improving economy and City revenues, have improved the City's future outlook with the gap between revenues and expenditures falling to \$169.6 million for FY 2012-13 and \$495.4 million through FY 2015-16. Although these shortfalls still represent large deficits and problems for the City, they are lower than those projects in last year's Five-Year Financial Plan mentioned above.

Annual Financial Planning and Budget Process

BUDGETING METHOD

Mission-driven budgeting, as described by the City Charter, requires department budget requests to include goals, programs, targeted clients, and strategic plans. The requested budget must tie program-funding proposals directly to specific goals. In addition, legislation passed by the Board of Supervisors requires establishing performance standards to increase accountability. The City and County of San Francisco operates under a budget that balances all operating expenditures with available revenue sources and prior year fund balance.

Governmental financial information statements are reported using the modified accrual basis of accounting. Revenues are recognized when they are measurable and available. Revenues are considered to be available when they are collectible within the current period or soon enough thereafter to pay liabilities of the current period. Expenditures are generally recorded when a liability is incurred as under accrual accounting. However, debt service expenditures as well as expenditures related to vacation, sick leave, and claims and judgments are recorded only when payment is due.

The City adopts annual budgets for all government funds on a substantially modified accrual basis of accounting, except for capital project funds and certain debt service funds that generally adopt project-length budgets. The budget of the City is a detailed operating plan that identifies estimated costs and results in relation to estimated revenues. The budget includes (1) the programs, projects, services, and activities to be provided during the Fiscal Year (FY); (2) the estimated resources (inflows) available for appropriation; and, (3) the estimated changes to appropriations. The budget represents a process through which policy decisions are deliberated, implemented and controlled. The City Charter prohibits expending funds for which there is no legal appropriation.

TWO-YEAR BUDGET CYCLE

In November of 2009, voters passed Proposition A, which amended the City Charter to require the City to transition to a two-year budget cycle for all departments by FY 2012-13. In FY 2010-11, the City adopted two-year budgets covering FY 2010-11 and FY 2011-12 for four early-implementation departments: the Airport, the Municipal

Transportation Agency, the Public Utilities Commission, and the Port Commission. FY 2012-13 is the first year that all City departments will submit a two-year budget for FY 2012-13 and FY 2013-14. Also for the first time this year, the four early-implementation departments mentioned above will have a “fixed” two-year budget. This means these departments will only amend their budget next year if revenues or expenditures are 5.0 percent above or below projections. All other departments will retain a variable two-year budget while they adjust to the new system. The two-year budgets are developed, approved, and implemented pursuant to the same process as the annual budgets described below.

KEY PARTICIPANTS

- Citizens provide direction for and commentary on budget priorities throughout the annual budget process. Input from citizens at community town hall meetings, stakeholder working groups convened by the Mayor’s Office, public budget hearings, and communication with elected officials are all carefully considered in formulating the Mayor’s proposed budget.
- City departments prioritize needs and present balanced budgets for review and analysis by the Mayor’s Office of Public Policy and Finance.
- The Capital Planning Committee (CPC) and Committee on Information Technology (COIT) provide recommendations to the Mayor’s Office on citywide priorities for capital and IT investments, and recommend the level of investment needed to meet the priorities they identify.
- The Mayor, with the assistance of the Mayor’s Office of Public Policy and Finance, prepares and submits a balanced budget to the Board of Supervisors on an annual basis. The Mayor’s Office of Public Policy and Finance also conducts multi-year budget projections for the purposes of long-term budget planning.
- The Board of Supervisors is the City’s legislative body and is responsible for amending and approving the Mayor’s proposed budget. The Board’s Budget and Legislative Analyst also participates in reviews of City spending and financial projections and makes recommendations to the Board on budget modifications.

- The Controller is the City's Chief Financial Officer and is responsible for projecting available revenue to fund City operations and investments in both the near- and long-term. In addition, the City Services Auditor Division of the Controller's Office is responsible for working with departments to develop, improve and evaluate their performance standards.

CALENDAR AND PROCESS

Beginning in September and concluding in July, the annual budget cycle can be divided into three major stages (see calendar at the end of this section):

- Budget Preparation: budget development and submission to the Board of Supervisors.
- Approval: budget review and enactment by the Board of Supervisors and budget signing by the Mayor.
- Implementation: department execution and budget adjustments.

BUDGET PREPARATION

The budget process begins in September and includes the Controller's Office and Mayor's Office preliminary projection of Enterprise and General Fund revenues for the budget year. Also at this time, many departments begin budget planning to allow adequate input from oversight commissions and from the public. In December, budget instructions are issued by the Mayor's Office and the Controller's Office with detailed guidance on the preparation of department budget requests. The instructions contain a financial outlook, policy goals, and guidelines as well as technical instructions.

Three categories of budgets are prepared:

- General Fund department budgets: General Fund departments rely in whole or in part on discretionary revenue comprised primarily of local taxes such as property, sales, payroll, and other taxes. The Mayor introduces the proposed General Fund budget to the Board of Supervisors on June 1.
- Enterprise department budgets: Enterprise departments generate non-discretionary revenue primarily from charges for services that are used to support operations. The Mayor introduces the proposed Enterprise budgets to the Board of Supervisors on May 1.
- Capital budget: Capital budget requests are submitted to the Capital Planning Committee (CPC) for review and inclusion in the City's biannual Ten-Year Capital Plan. The biannual Capital Budget is brought before the Board of Supervisors and Mayor for approval concurrently with the General Fund and Enterprise department budgets.

Between December and early February, departments prepare their budget requests, and submit them to

the Controller by mid-February. The Controller consolidates, verifies, and refines all of the information that departments have submitted. In the first week of March, the Controller submits departments' proposed budget requests to the Mayor's Office of Public Policy and Finance for review.

From March through June, the Mayor and the Mayor's Office of Public Policy and Finance analyze each budget proposal, examining policy and service implications in order to meet citywide needs and reflect the Mayor's goals and priorities for the upcoming year. Concurrently, the Controller's Office certifies all revenue estimates.

From February through May, the Mayor and the Mayor's staff meet with community groups to provide budget updates and to hear concerns and requests for funding to improve public services. Total budget requests must be brought into balance with estimated total revenues which requires the Mayor's Office of Public Policy and Finance to prioritize funding requests that typically exceed projected available revenues. Before the Mayor's proposed budget is introduced to the Board of Supervisors, the Controller ensures that the finalized budget is balanced and accurate.

APPROVAL

Upon receiving the Mayor's proposed Enterprise department and General Fund department budgets, the Budget and Finance Committee of the Board of Supervisors holds public hearings during the months of May and June to review departmental requests and solicit public input. The Budget and Finance Committee makes recommendations to the full Board for budget approval along with their proposed changes. Since budget review lapses into the new fiscal year, the Interim Budget—usually the Mayor's proposed budget—is passed by the Board as a continuing resolution and serves as the operating budget until the budget is finalized in late July. The Mayor typically signs the budget ordinance into law by mid-August.

The Budget and Finance Committee works closely with the Board of Supervisor's Budget and Legislative Analyst, which develops recommendations on departmental budgets. Informed by departmental discussions that center on justifications for proposed expenses and comparison with prior year spending, the Board's Budget Analyst forwards a report with recommended reductions. The Budget and Finance Committee reviews the Budget Analyst's recommended expenditure reductions, along with department and public input, before making final budget recommendations to the full Board of Supervisors.

Because the budget must be balanced, expenditure reductions that are made to General Fund departments represent unallocated monies that the Board of Supervisors can apply to new public services or to offset proposed budget cuts. The Board of Supervisors generates a list of budget policy priorities that the Budget and

Finance Committee uses to guide funding decisions on the unallocated pool of money. The Budget Committee then votes to approve the amended budget and forwards it to the full Board by July 15th.

As the City Charter requires, the Board of Supervisors must vote on the budget twice between July 15 and August 1. At the first reading, which occurs the first Tuesday after July 15, amendments may be proposed and, if passed by a simple majority, added to the budget. These amendments may be proposed by any member of the Board of Supervisors and can reflect further public input and/or Board policy priorities. At the second reading, the Board votes on the amended budget again and if passed, the budget will be forwarded to the Mayor for final signature. If additional amendments are proposed during the second reading, the budget must go through a new second reading a week later. Final passage by the Board must occur before the August 1 deadline.

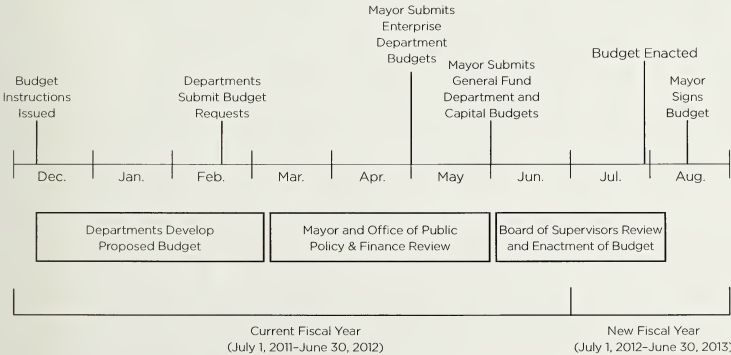
The Mayor has ten days to approve the final budget, now called the Annual Appropriation Ordinance. The Mayor may sign the budget as approved by the Board, making it effective immediately. The Mayor may also veto any portion of the budget, whereupon it returns to the Board of Supervisors. The Board has ten days to override any or all of the Mayor's vetoes with a two-thirds majority vote. In this case, upon the Board vote, the budget

is immediately enacted, thus completing the budget process for the fiscal year. Should the Mayor opt not to sign the budget within the ten-day period, the budget is automatically enacted but without the Mayor's signature of approval. Once the Annual Appropriation Ordinance is passed, it supersedes the Interim Budget.

IMPLEMENTATION

Responsibility for execution of the budget rests largely with departments. The Mayor's Office and Controller monitor department spending throughout the year and take measures to mitigate overspending or revenue shortfalls. Both offices, as well as the Board of Supervisors, also evaluate departments' achievement of performance measures on a periodic basis.

Budget adjustments during the fiscal year take place in two ways: through supplemental appropriation requests, and through grants appropriation legislation. Supplemental appropriation requests are made when a department finds that it has inadequate revenue to carry it through to the end of the year. Grant appropriations occur when an outside entity awards funding to a department. Both supplemental and grant appropriation requests require Board of Supervisors approval before going to the Mayor for final signature.



Budget Summary Tables



*Sylvia Park, Owner
Pearl's Deluxe Burgers, District 6*

SOURCES AND USES OF FUNDS EXCLUDING FUND TRANSFERS

Category of Sources or Use	2010-2011 Actual	2011-2012 Budget	2012-2013 Proposed	Change From 2011-2012	2013-2014 Proposed	Change From 2012-2013
Sources of Funds						
Local Taxes	2,402,472,585	2,375,101,215	2,730,100,576	354,999,361	2,823,028,566	92,927,990
Licenses & Fines	168,466,716	170,475,365	164,904,847	(5,570,518)	166,063,798	1,158,951
Use of Money or Property	464,539,940	450,208,658	510,465,727	60,257,069	516,261,943	5,796,216
Intergovernmental Revenue - Federal	445,669,206	385,867,965	407,622,107	21,754,142	406,126,448	(1,495,659)
Intergovernmental Revenue - State	677,436,510	632,892,606	692,309,882	59,417,276	703,674,979	11,365,097
Intergovernmental Revenue - Other	84,397,274	77,930,387	77,948,611	18,224	79,331,976	1,383,365
Charges for Services	2,202,997,279	2,307,181,424	2,342,044,850	34,863,426	2,472,293,536	130,248,686
Other Revenues	1,097,671,438	234,883,347	184,389,555	(50,493,792)	171,220,054	(13,169,501)
Transfer Adjustments-Sources	25,945,112	(67,684,804)	0	67,684,804	0	0
Use of / (Deposit to) Fund Balance	(216,621,703)	266,910,776	236,882,616	(30,028,160)	216,512,377	(20,370,239)
Sources of Funds Subtotals	7,352,974,357	6,833,766,939	7,346,668,771	512,901,832	7,554,513,677	207,844,906
Uses of Funds						
Salaries & Wages	2,399,380,699	2,443,562,725	2,640,305,455	196,742,730	2,684,475,630	44,170,175
Fringe Benefits	971,937,293	1,082,945,287	1,154,002,888	71,057,601	1,270,902,429	116,899,541
Overhead	115,993,611	127,350,938	160,583,563	33,232,625	165,681,630	5,098,067
Professional & Contractual Services	2,188,427,119	1,494,804,749	1,486,530,667	(8,274,082)	1,500,005,377	13,474,710
Aid Assistance / Grants	580,449,973	597,956,943	607,923,742	9,966,799	606,341,771	(1,581,971)
Materials & Supplies	245,763,198	266,356,693	284,633,064	18,276,371	282,676,566	(1,956,498)
Equipment	28,087,276	36,326,415	39,543,692	3,217,277	26,442,465	(13,101,227)
Debt Service	539,764,649	760,290,470	904,011,785	143,721,315	978,230,771	74,218,986
Services of Other Departments	586,570,078	628,330,473	670,259,316	41,928,843	681,641,256	11,381,940
Expenditure Recovery	(793,249,460)	(913,954,624)	(996,225,232)	(82,270,608)	(1,019,789,601)	(23,564,369)
Budgetary Reserves	0	71,972,394	154,472,612	82,500,218	175,710,761	21,238,149
Transfer Adjustments-Uses	256,678,255	(67,684,804)	(1,028,000)	66,656,804	(1,027,999)	1
Facilities Maintenance	11,218,807	37,971,557	55,148,965	17,177,408	55,884,763	735,798
Capital Renewal	0	130,906,785	33,754,969	(97,151,816)	37,451,308	3,696,339
Capital Projects	221,952,859	136,630,936	152,751,285	16,120,349	109,886,550	(42,864,735)
Uses of Funds Subtotals	7,352,974,357	6,833,766,937	7,346,668,771	512,901,834	7,554,513,677	207,844,906

Note: FY 2010-11 Actuals reflect levels of annually budgeted activity. Capital and facilities maintenance projects are often moved to non-annually budgeted funds and/or other spending categories. The City's Comprehensive Annual Financial Report reflects the audited actual total spending including both annually budgeted and non-annually budgeted capital project spending.

SOURCES BY CATEGORY AND OBJECT

Object	2010-2011 Actual	2011-2012 Budget	2012-2013 Proposed	Change From 2011-2012	2013-2014 Proposed	Change From 2012-2013
Local Taxes						
101 PROPERTY TAXES-CURRENT YEAR	1,070,767,631	889,794,721	1,036,502,387	146,707,666	1,070,958,177	34,455,790
102 PROPERTY TAXES-PRIOR YEAR	658,185	440,000	437,000	(3,000)	437,000	0
103 SUPPLEMENTAL-CURRENT	8,732,905	6,332,000	9,539,000	3,207,000	6,515,000	(3,024,000)
104 SUPPLEMENTAL-PRIOR	37,023,189	13,457,000	20,268,000	6,811,000	13,843,000	(6,425,000)
109 OTHER PROPERTY TAXES	234,279,865	421,305,937	415,190,389	(6,115,548)	430,665,389	15,475,000
111 PAYROLL TAX	383,689,926	382,259,000	446,589,800	64,330,800	483,334,000	36,744,200
113 REGISTRATION TAX	8,089,041	8,354,000	8,716,000	362,000	8,977,000	261,000
121 SALES & USE TAX	106,302,305	106,566,000	121,736,000	15,170,000	130,023,000	8,287,000
122 HOTEL ROOM TAX	209,961,963	216,767,557	253,529,000	36,761,443	275,557,000	22,028,000
123 UTILITY USERS TAX	91,683,170	95,590,000	91,900,000	(3,690,000)	93,733,000	1,833,000
124 PARKING TAX	72,738,682	71,973,000	76,530,000	4,557,000	78,826,000	2,296,000
125 PROPERTY TRANSFER TAX	135,183,779	118,824,000	203,470,000	84,646,000	183,123,000	(20,347,000)
129 OTHER LOCAL TAXES	43,361,944	43,438,000	45,693,000	2,255,000	47,037,000	1,344,000
Local Taxes Subtotals	2,402,472,585	2,375,101,215	2,730,100,576	354,999,361	2,823,028,566	92,927,990
Licenses & Fines						
201 BUSINESS HEALTH LICENSES	7,126,300	6,626,508	7,449,126	822,618	7,449,126	0
202 OTHER BUSINESS/PROFESSIONAL LICENSES	15,962,164	14,080,659	8,911,292	(5,169,367)	8,923,507	12,215
203 ROAD PRIVILEGES & PERMITS	10,276,972	10,915,860	10,515,933	(399,927)	10,540,248	24,315
206 FRANCHISES	18,315,591	17,976,703	18,352,058	375,355	18,669,058	317,000
207 ETHICS FEES	58,820	45,000	45,000	0	45,000	0
209 OTHER LICENSES & PERMITS	7,954,199	7,669,601	7,942,674	273,073	8,146,689	204,015
251 TRAFFIC FINES	97,481,547	107,210,750	106,403,192	(807,558)	106,955,238	552,046
252 COURT FINES-NON TRAFFIC	203,134	84,000	105,099	21,099	95,000	(10,099)
253 OTHER NON-COURT FINES	1,538,546	1,905,248	3,221,937	1,316,689	3,286,896	64,959
255 ETHICS FINES	57,327	54,000	54,000	0	54,000	0
259 OTHER FORFEITURES & PENALTIES	9,492,116	3,907,036	1,904,536	(2,002,500)	1,899,036	(5,500)
Licenses & Fines Subtotals	168,466,716	170,475,365	164,904,847	(5,570,518)	166,063,798	1,158,951

SOURCES BY CATEGORY AND OBJECT

Object	2010-2011 Actual	2011-2012 Budget	2012-2013 Proposed	Change From 2011-2012	2013-2014 Proposed	Change From 2012-2013
Use of Money or Property						
301 INTEREST	30,762,978	29,075,714	30,418,034	1,342,320	22,700,328	(7,717,706)
302 DIVIDENDS	10,013	0	0	0	0	0
304 OTHER INVESTMENT INCOME (GROSS)	695,553	255,928	255,928	0	255,928	0
351 PARKING METER COLLECTIONS	43,668,236	42,501,019	47,150,400	4,649,381	49,994,400	2,844,000
352 PARKING GARAGE/LOT RENTALS	150,001,098	148,895,322	164,240,832	15,345,510	168,191,684	3,950,852
353 REC & PARK - RENTALS	4,767,270	5,352,093	6,777,836	1,425,743	5,777,836	(1,000,000)
354 REC & PARK - CONCESSIONS	7,397,589	9,254,654	9,062,920	(191,734)	9,268,678	205,758
355 CULTURAL FACILITIES-RENTALS	1,597,609	1,478,886	1,394,961	(83,925)	1,178,147	(216,814)
356 CULTURAL FACILITIES-CONCESSIONS	368,372	307,679	321,619	13,940	306,913	(14,706)
357 CONV FACILITIES - RENTALS & CONCESSIONS	22,294,882	20,693,558	23,438,907	2,745,349	24,979,075	1,540,168
360 PORT-CARGO RENTAL	4,525	0	0	0	0	0
361 PORT-SHIP REPAIR CONCESSION	1,057,915	0	0	0	0	0
362 PORT-HARBOR RENTS	1,267,884	0	0	0	0	0
363 PORT-COMMERCIAL/INDUSTRIALRENT/CONCESSIO	41,640,143	38,081,000	40,816,000	2,735,000	42,050,365	1,234,365
365 PORT-CRUISE RENTS	186,097	0	0	0	0	0
366 PORT-FISHING RENT	1,970,370	0	2,068,900	2,068,900	2,110,000	41,100
367 PORT-OTHER MARINE RENTS/CONCESSIONS	1,396,866	0	3,753,016	3,753,016	4,048,817	295,801
372 SFIA-PASSENGER TERMINALS-RENTALS	4,625,340	4,988,000	5,256,800	268,800	5,432,900	176,100
373 SFIA-PAVED & UNIMPROVED-NONAIRLINE RENTA	14,901,582	15,094,000	15,899,000	805,000	16,297,000	398,000
374 SFIA-ADVERTISING; TEL. & OTHERS	17,398,896	17,851,000	21,472,000	3,621,000	20,057,000	(1,415,000)
375 SFIA-NEWS; TOBACCO & GIFTS	38,094,255	38,455,000	38,710,000	255,000	40,256,000	1,546,000
376 SFIA-AUTO RENTALS	38,475,430	37,723,000	44,527,000	6,804,000	46,593,000	2,066,000
377 SFIA-RESTAURANT & ALLIED SVCS	12,744,032	13,100,000	15,010,000	1,910,000	16,152,000	1,142,000
379 SFIA-OTHER GROUND TRANSPORTATION	10,538,127	10,234,000	11,523,000	1,289,000	11,757,000	234,000
381 SFIA-CNG SERVICES	93,381	78,000	103,000	25,000	104,000	1,000
391 SFWO-OTHERS	168,342	0	0	0	0	0
398 OTHER CITY PROPERTY RENTALS	18,402,320	16,789,805	28,265,574	11,475,769	28,750,872	485,298
399 OTHER CONCESSIONS	10,835	0	0	0	0	0
Use of Money or Property Subtotals	464,539,940	450,208,658	510,465,727	60,257,069	516,261,943	5,796,216
Intergovernmental Revenue - Federal						
401 FEDERAL-PUBLIC ASSISTANCE ADMIN	125,893,074	135,175,483	142,079,540	6,904,057	141,970,311	(109,229)
402 FEDERAL-PUBLIC ASSISTANCE PROGRAMS	67,918,171	80,503,329	64,384,283	(16,119,046)	65,161,156	776,873
411 FEDERAL-TRANSP/TRANSIT-OPERATING ASSIS	0	3,721,868	3,700,000	(21,868)	3,700,000	0
431 FEDERAL-DISASTER RELIEF	57,655	0	0	0	0	0
440 FEDERAL HOMELAND SECURITY	45,687,280	800,000	11,042,652	10,242,652	5,429,694	(5,612,958)
445 FEDERAL-AM RECOVERY & REINVESTMENT ACT	87,125,997	20,734,996	4,141,158	(16,593,838)	5,101,921	960,763
449 FEDERAL-OTHER	118,987,029	144,932,289	182,274,474	37,342,185	184,763,366	2,488,892
Intergovernmental Revenue - Federal Subtotals	445,669,206	385,867,965	407,622,107	21,754,142	406,126,448	(1,495,659)

SOURCES BY CATEGORY AND OBJECT

Object	2010-2011 Actual	2011-2012 Budget	2012-2013 Proposed	Change From 2011-2012	2013-2014 Proposed	Change From 2012-2013
Intergovernmental Revenue - State						
451 STATE-PUBLIC ASSISTANCE ADMIN	62,685,288	59,733,923	45,837,539	(13,896,384)	45,548,433	(289,106)
452 STATE-PUBLIC ASSISTANCE PORGRAMS	54,990,367	58,254,580	44,901,882	(13,352,698)	45,483,189	581,307
453 STATE-HEALTH ADMINISTRATION	29,849,129	28,360,611	29,327,844	967,233	29,754,196	426,352
454 STATE-HEALTH PROGRAMS	149,758,677	175,051,560	160,591,326	(14,460,234)	147,670,759	(12,920,567)
455 STATE-HEALTH & WELFARE SALES TAX	116,186,580	117,449,000	130,056,000	12,607,000	134,608,000	4,552,000
456 STATE-HEALTH & WELFARE VEH LICENSE FEES	77,349,086	76,353,000	69,663,000	(6,690,000)	70,359,000	696,000
457 STATE-HEALTH & HUMAN SERVICES	0	0	34,422,865	34,422,865	34,681,530	258,665
45C CAPITAL CONTRIBUTIONS-STATE	0	0	0	0	56,700	56,700
461 STATE-MOTOR VEHICLE IN-LIEU TAX	5,328,306	1,711,000	0	(1,711,000)	0	0
462 STATE-HIGHWAY USERS TAX	20,587,443	26,262,997	27,820,459	1,557,462	28,458,252	637,793
470 STATE-AGRICULTURE	494,854	650,494	550,000	(100,494)	550,000	0
471 STATE-TRANSPORT/TRANSIT-OPERATING ASSIST	30,145,307	25,281,889	30,000,000	4,718,111	30,600,000	600,000
481 STATE - HOMEOWNERS' PROPERTY TAX RELIEF	5,160,367	5,101,000	5,101,000	0	5,101,000	0
483 STATE - PROP 172 PUBLIC SAFETY FUNDS	68,380,878	69,089,000	78,967,000	9,878,000	81,731,000	2,764,000
489 STATE - OTHER	56,520,228	(10,406,448)	35,070,967	45,477,415	49,072,920	14,001,953
Intergovernmental Revenue - State Subtotals	677,436,510	632,892,606	692,309,882	59,417,276	703,674,979	11,365,097
Intergovernmental Revenue - Other						
491 OTHER-TRANSPORT/TRANSIT-OPERTING ASSIST	83,898,367	76,030,387	77,918,611	1,888,224	79,301,976	1,383,365
492 OTHER-TRANSPORT/TRANSIT-CAPITAL ASSIST	380,614	0	0	0	0	0
499 OTHER - GOVERNMENTAL AGENCIES	118,293	1,900,000	30,000	(1,870,000)	30,000	0
Intergovernmental Revenue - Other Subtotals	84,397,274	77,930,387	77,948,611	18,224	79,331,976	1,383,365
Charges for Services						
601 GENERAL GOVERNMENT SERVICES	65,291,383	66,557,998	73,281,810	6,723,812	74,948,477	1,666,667
605 HUMANE SERVICES	179,102	172,100	172,100	0	172,100	0
606 PUBLIC SAFETY SERVICE CHARGES	39,873,237	31,585,233	36,172,720	4,587,487	36,866,390	693,670
607 CORRECTION SERVICE CHARGES	3,012,351	3,104,053	2,525,628	(578,425)	2,947,203	421,575
608 HIGHWAY SERVICE CHARGES	661,594	800,000	800,000	0	800,000	0
609 EMERGENCY SERVICE RELATED CHARGES	309,617	451,527	482,737	31,210	502,447	19,710
611 PLANNING & ENGINEERING SERVICES	43,021,053	43,500,667	43,274,375	(226,292)	45,058,469	1,784,094
625 LIBRARY SERVICES	872,825	1,000,800	1,000,800	0	1,000,800	0
626 REC & PARK-SERVICE CHARGES	21,177,107	22,396,516	22,419,593	23,077	23,229,220	809,627
628 CONCERTS; EXHIBITIONS & PERFORMANCES	5,905,319	4,794,665	4,809,165	14,500	4,708,967	(100,198)
631 SANITATION SERVICE CHARGES	219,495,620	224,147,831	228,374,900	4,227,069	239,936,500	11,561,600
635 PUBLIC HEALTH CHARGES	15,403,824	13,837,578	12,765,474	(1,072,104)	12,765,474	0
640 PORT-CARGO SERVICES	5,312,851	4,589,000	4,845,020	256,020	4,795,200	(49,820)
641 PORT-SHIP REPAIR SERVICES	0	975,000	1,534,154	559,154	1,893,167	359,013
642 PORT-HARBOR SERVICES	39,000	2,070,000	1,944,750	(125,250)	1,992,300	47,550
645 PORT-CRUISE SERVICES	1,744,576	2,011,000	2,671,800	660,800	3,162,000	490,200
646 PORT-FISHING SERVICES	54,640	2,067,000	0	(2,067,000)	0	0
647 PORT-OTHER MARINE SERVICES	722,797	1,415,000	1,576,800	161,800	1,607,000	30,200
651 HOSPITAL SERVICE CHARGES	8,014,019	8,950,620	9,443,358	492,738	9,767,033	323,675
652 INPATIENT REVENUES	1,363,719,767	1,394,268,885	1,390,974,261	(3,294,624)	1,407,489,848	16,515,587
653 OUTPATIENT REVENUES	506,316,420	500,067,707	518,940,925	18,873,218	531,825,448	12,884,523
654 EMERGENCY ROOM REVENUES	162,490,977	0	0	0	0	0
658 REVENUE DEDUCTIONS	(1,634,539,244)	(1,488,842,389)	(1,520,521,325)	(31,678,936)	(1,541,539,107)	(21,017,782)
659 NET PATIENT REVENUE	132,149,719	121,501,824	156,455,656	34,953,832	165,481,124	9,025,468

SOURCES BY CATEGORY AND OBJECT

Object	2010-2011 Actual	2011-2012 Budget	2012-2013 Proposed	Change From 2011-2012	2013-2014 Proposed	Change From 2012-2013
660 STATE BILL REVENUES	194,780,828	216,976,880	242,076,880	25,100,000	240,076,880	(2,000,000)
661 TRANSIT PASS REVENUE	92,330,385	90,975,320	96,032,140	5,056,820	97,450,234	1,418,094
662 TRANSIT CABLE CAR REVENUE	24,933,061	25,948,459	25,054,000	(894,459)	25,303,000	249,000
663 TRANSIT CASH FARES	68,247,458	62,481,325	71,328,000	8,846,675	72,520,900	1,192,900
664 TRANSIT CHARTER BUS REVENUE	10,342	1,885	10,200	8,315	10,200	0
665 TRANSIT ADVERTISING REVENUE	15,220,903	14,577,603	15,142,603	565,000	15,566,603	424,000
666 TRANSIT TOKEN REVENUE	3,749,088	800,000	3,500,000	2,700,000	3,535,000	35,000
667 TRANSIT PARATRANSIT REVENUE	1,438,613	1,900,000	1,400,000	(500,000)	1,414,000	14,000
669 TRANSIT OTHER OPERATING REVENUE	458,364	221,432	150,000	(71,432)	151,500	1,500
671 SFIA-FLIGHT OPERATIONS	180,100,097	203,625,000	177,694,000	(25,931,000)	221,764,000	44,070,000
672 SFIA-RENTAL AIRLINES	173,144,501	190,552,000	209,209,000	18,657,000	227,872,000	18,663,000
673 SFIA-PAVED & UNIMPROVED-AIRLINES	27,257,949	26,802,000	25,272,000	(1,530,000)	24,779,000	(493,000)
674 SFIA-AIRCRAFT & OUTDOOR STORAGE	9,686,407	9,835,000	10,320,000	485,000	10,493,000	173,000
675 SFIA-AIRLINE SUPPORT SERVICE	36,059,925	36,186,000	40,807,000	4,621,000	41,730,000	923,000
676 SFIA-FUEL; OIL & OTHER SERVICES	13,371,826	13,045,000	13,503,000	458,000	13,839,000	336,000
677 SFIA-PARKING AIRLINES	7,147,455	7,400,000	7,784,000	384,000	7,975,000	191,000
681 WATER SALES	274,293,293	337,938,725	368,927,909	30,989,184	396,644,109	27,716,200
687 HHETCHY - ELECTRICITY SALES	106,158,323	102,735,776	35,648,000	(67,087,776)	37,162,000	1,514,000
699 OTHER CHARGES FOR SERVICES	2,746,697	2,393,289	2,494,583	101,294	2,849,427	354,844
860 ISF CHARGES FOR SERVICES TO AAO FUNDS	10,633,210	1,363,115	1,746,834	383,719	1,747,623	789
Charges for Services Subtotals	2,202,997,279	2,307,181,424	2,342,044,850	34,863,426	2,472,293,536	130,248,686
Other Revenues						
701 RETIREMENT - CONTRIBUTIONS	490,578,190	18,169,819	19,414,243	1,244,424	19,898,182	483,939
702 PROPOSITION 8 HEALTH CARE	5,291,214	6,450,000	9,990,000	3,540,000	10,290,000	300,000
753 CHN-OTHER OPERATING REVENUE	10,917,037	12,218,524	11,747,659	(470,865)	12,747,659	1,000,000
754 DEVELOPMENT IMPACT FEES & EXACTIONS	404,110	52,000	2,434,423	2,382,423	229,263	(2,205,160)
758 PORT-POWER	19,273	0	0	0	0	0
759 PORT-OTHER NON OPERATING REVENUE	2,359,536	1,470,494	1,495,445	24,951	1,502,807	7,362
761 GAIN(LOSS) ON SALES OF FIXED ASSETS	2,140,032	0	912,000	912,000	1,800,000	888,000
762 PROCEEDS FROM SALES OF OTHER CITY PROP	407,164	432,200	429,000	(3,200)	429,000	0
771 SFIA-COGENERATION FACILITIES	98,653	153,000	101,000	(52,000)	102,000	1,000
772 SFIA-ELECTRICITY	18,135,290	20,165,000	18,567,000	(1,598,000)	23,999,000	5,432,000
773 SFIA-WATER	6,022,783	6,837,000	6,628,000	(209,000)	6,759,000	131,000
774 SFIA-SECURITY SERVICES	2,975,859	0	0	0	0	0
776 SFIA-NATURAL GAS	282,537	267,000	349,000	82,000	356,000	7,000
779 SFIA-MISCELLANEOUS	8,433,207	8,354,000	8,365,000	11,000	7,256,000	(1,109,000)
780 WATER-OTHER OPERATING REVENUE	2,159,467	2,000,000	2,291,000	291,000	2,360,000	69,000
781 GIFTS & BEQUESTS	4,284,740	13,478,546	10,881,238	(2,597,308)	10,905,054	23,816
782 PRIVATE GRANTS	4,048,565	1,427,206	1,282,103	(145,103)	1,238,285	(43,818)
789 OTHER OPERATING ADJUSTMENTS	6,130,072	1,541,284	1,541,284	0	1,541,284	0
797 CUSTOM WORK&SVC TO OTHER GOV'T AGENCIES	2,814,354	0	0	0	0	0
799 OTHER NON-OPERATING REVENUES	508,761,635	55,726,997	76,890,772	21,163,775	67,372,520	(9,518,252)
801 PROCEED FROM LONG-TERM DEBTS	16,813,128	85,551,777	10,443,388	(75,108,389)	1,604,000	(8,839,388)
803 PROCEED FROM SHORT-TERM DEBTS	1,048,425	0	0	0	0	0
849 OTHER FINANCING SOURCES	3,546,167	588,500	627,000	38,500	830,000	203,000
Other Revenues Subtotals	1,097,671,438	234,883,347	184,389,555	(50,493,792)	171,220,054	(13,169,501)

SOURCES BY CATEGORY AND OBJECT

Object	2010-2011 Actual	2011-2012 Budget	2012-2013 Proposed	Change From 2011-2012	2013-2014 Proposed	Change From 2012-2013
Transfers In						
920 "CTI" CONTRIBUTION TRANSFERS IN	366,694,783	423,597,241	501,038,271	77,441,030	555,287,757	54,249,486
930 "OTI" OTHER OPERATING TRANSFERS IN	355,602,929	319,153,250	447,822,307	128,669,057	438,975,652	(8,846,655)
950 "ITI" INTRAFUND TRANSFERS IN	477,274,962	498,336,610	470,553,927	(27,782,683)	538,778,752	68,224,825
Transfers In Subtotals	1,199,572,674	1,241,087,101	1,419,414,505	178,327,404	1,533,042,161	113,627,656
Use of / (Deposit to) Fund Balance						
999 UNAPPROPRIATED FUND BALANCE	(216,621,703)	266,910,776	236,882,616	(30,028,160)	216,512,377	(20,370,239)
Use of / (Deposit to) Fund Balance Subtotals	(216,621,703)	266,910,776	236,882,616	(30,028,160)	216,512,377	(20,370,239)
Revenue Subtotals	8,526,601,919	8,142,538,844	8,766,083,276	623,544,432	9,087,555,838	321,472,562
Less Interfund and intrafund Transfers	(1,173,627,562)	(1,308,771,905)	(1,419,414,505)	(110,642,600)	(1,533,042,161)	(113,627,656)
Net Sources	7,352,974,357	6,833,766,939	7,346,668,771	512,901,832	7,554,513,677	207,844,906

USES BY CATEGORY AND OBJECT

Object		2010-2011 Actual	2011-2012 Budget	2012-2013 Proposed	Change From 2011-2012	2013-2014 Proposed	Change From 2012-2013
Salaries & Wages							
001	PERMANENT SALARIES-MISC	1,263,653,444	1,409,620,381	1,518,667,281	109,046,900	1,564,574,913	45,907,632
002	PERMANENT SALARIES-UNIFORM	485,467,826	488,048,648	505,901,684	17,853,036	505,772,452	(129,232)
003	PERMANENT SALARIES-PLATFORM	150,175,661	132,937,015	145,882,021	12,945,006	147,161,000	1,278,979
004	PERMANENT SALARIES-NURSES	159,384,746	185,271,895	200,130,864	14,858,969	201,316,275	1,185,411
005	TEMP SALARIES-MISC	79,667,081	35,852,200	46,020,856	10,168,656	46,629,150	608,294
006	TEMP SALARIES-NURSES	24,346,615	5,185,287	5,323,050	137,763	5,323,050	0
009	PREMIUM PAY	88,889,432	81,168,639	90,228,886	9,060,247	89,940,330	(288,556)
010	ONE-TIME PAYMENTS	23,754,635	4,917,333	4,750,463	(166,870)	4,780,329	29,866
011	OVERTIME	101,661,490	81,825,676	104,127,972	22,302,296	99,706,400	(4,421,572)
012	HOLIDAY PAY	22,379,769	18,735,651	19,272,378	536,727	19,271,731	(647)
Salaries & Wages		2,399,380,699	2,443,562,725	2,640,305,455	196,742,730	2,684,475,630	44,170,175
Fringe Benefits							
013	RETIREMENT	352,915,474	416,590,148	436,284,354	19,694,206	517,010,890	80,726,536
014	SOCIAL SECURITY	132,527,793	142,203,717	153,407,980	11,204,263	156,055,556	2,647,576
015	HEALTH SERVICE	419,553,016	457,574,189	500,112,387	42,538,198	536,254,707	36,142,320
016	DENTAL COVERAGE	41,002,160	40,853,274	39,339,312	(1,513,962)	39,586,564	247,252
017	UNEMPLOYMENT INSURANCE	13,716,615	7,330,673	6,589,323	(741,350)	6,699,332	110,009
018	PLATFORM TRUST FUND	0	6,000,000	0	(6,000,000)	0	0
019	OTHER FRINGE BENEFITS	12,222,235	12,393,286	18,269,532	5,876,246	15,295,380	(2,974,152)
Fringe Benefits		971,937,293	1,082,945,287	1,154,002,888	71,057,601	1,270,902,429	116,899,541
Overhead							
020	OVERHEAD	115,993,611	127,350,938	160,583,563	33,232,625	165,681,630	5,098,067
Overhead		115,993,611	127,350,938	160,583,563	33,232,625	165,681,630	5,098,067

USES BY CATEGORY AND OBJECT

Object		2010-2011 Actual	2011-2012 Budget	2012-2013 Proposed	Change From 2011-2012	2013-2014 Proposed	Change From 2012-2013
Professional & Contractual Services							
021	TRAVEL	2,232,612	2,426,897	2,366,617	(60,280)	2,224,750	(141,867)
022	TRAINING	6,463,655	8,283,758	7,636,461	(647,297)	7,471,702	(164,759)
023	EMPLOYEE EXPENSES	(564,646)	745,827	829,543	83,716	823,508	(6,035)
024	MEMBERSHIP FEES	3,551,767	3,204,506	3,224,707	20,201	3,241,394	16,687
025	ENTERTAINMENT AND PROMOTION	972,036	556,464	631,801	75,337	614,593	(17,208)
026	COURT FEES AND OTHER COMPENSATION	11,180,611	10,219,273	11,060,092	840,819	11,063,105	3,013
027	PROFESSIONAL & SPECIALIZED SERVICES	735,639,874	706,558,030	753,286,869	46,728,839	741,464,464	(11,822,405)
028	MAINTENANCE SVCs-BUILDING & STRUCTURES	35,236,284	34,323,958	34,892,473	568,515	35,091,130	198,657
029	MAINTENANCE SVCs-EQUIPMENT	41,112,945	56,866,787	51,294,682	(5,572,105)	52,208,701	914,019
030	RENTS & LEASES-BUILDINGS & STRUCTURES	88,730,570	133,581,403	130,138,358	(3,443,045)	130,828,822	690,464
031	RENTS & LEASES-EQUIPMENT	10,035,359	11,329,596	10,818,809	(510,787)	11,183,856	365,047
032	UTILITIES	18,163,734	18,274,440	17,810,329	(464,111)	17,985,747	175,418
033	POWER FOR RESALE	95,398,589	114,601,446	46,817,160	(67,784,286)	47,424,195	607,035
034	SUBSISTANCE	72,577	47,500	46,000	(1,500)	46,000	0
035	OTHER CURRENT EXPENSES	20,590,397	203,491,138	126,074,098	(77,417,040)	112,269,316	(13,804,782)
051	INSURANCE	78,200,119	65,359,160	74,040,383	8,681,223	74,103,506	63,123
052	TAXES; LICENSES & PERMITS	159,103,905	73,273,281	192,613,380	119,340,099	188,758,911	(3,854,469)
053	JUDGMENTS & CLAIMS	48,614,725	50,233,139	34,801,250	(15,431,889)	30,747,039	(4,054,211)
054	OTHER FIXED CHARGES	487,021	715,893	1,012,144	296,251	1,031,167	19,023
055	RETIREMENT TRUST FUND	884,042,498	0	0	0	0	0
057	RETIREMENT TRUST-CONTRIBUTION REFUNDS	8,261,770	0	0	0	0	0
058	HEALTH SERV FUND-OTHER BENEFIT EXPENSES	138,501	0	0	0	0	0
068	PROGRAMMATIC PROJECTS-CFWD BUDGET ONLY	0	0	20,000	20,000	20,000	0
06C	CAPITAL PROJECTS BUDGET - CFWD ONLY	0	0	(3,416,242)	(3,416,242)	0	3,416,242
06D	FACILITIES MAINTENANCE BUDGET-CFWD ONLY	0	0	(50,000)	(50,000)	0	50,000
06P	PROGRAMMATIC PROJECTS-BUDGET	0	14,675,315	19,238,777	4,563,462	67,577,584	48,338,807
079	ALLOCATED CHARGES	(59,347,784)	(13,963,062)	(28,657,024)	(14,693,962)	(36,174,113)	(7,517,089)
079	OTHER EXPENSES-NON EXPENDITURE TYPE	110,000	0	0	0	0	0
Professional & Contractual Services		2,188,427,119	1,494,804,749	1,486,530,667	(8,274,082)	1,500,005,377	13,474,710
Aid Assistance / Grants							
036	AID ASSISTANCE	35,991,331	44,097,528	47,295,873	3,198,345	47,295,873	0
037	AID PAYMENTS	236,076,630	265,929,124	244,749,779	(21,179,345)	246,560,302	1,810,523
038	CITY GRANT PROGRAMS	271,877,164	287,250,291	314,578,090	27,327,799	311,185,596	(3,392,494)
039	OTHER SUPPORT & CARE OF PERSONS	36,504,848	680,000	1,300,000	620,000	1,300,000	0
Aid Assistance / Grants		580,449,973	597,956,943	607,923,742	9,966,799	606,341,771	(1,581,971)

USES BY CATEGORY AND OBJECT

Object		2010-2011 Actual	2011-2012 Budget	2012-2013 Proposed	Change From 2011-2012	2013-2014 Proposed	Change From 2012-2013
Materials & Supplies							
040	MATERIALS & SUPPLIES BUDGET ONLY	0	125,040,579	121,351,704	(3,688,875)	120,105,255	(1,246,449)
041	INVENTORIES	4,181,640	0	0	0	0	0
042	BUILDING & CONSTRUCTION SUPPLIES	25,300,103	14,707,650	21,084,086	6,376,436	20,785,276	(298,810)
043	EQUIPMENT MAINTENANCE SUPPLIES	36,423,913	29,589,243	33,967,704	4,378,461	33,214,410	(753,294)
044	HOSPITAL: CLINICS & LABORATORY SUPPLIES	78,476,894	12,330,127	22,752,962	10,422,835	25,174,449	2,421,487
045	SAFETY	9,565,582	6,452,882	7,305,636	852,754	7,329,810	24,174
046	FOOD	11,114,393	6,706,256	7,251,001	544,745	7,251,687	686
047	FUELS AND LUBRICANTS	26,388,287	13,782,958	22,915,921	9,132,963	20,765,648	(2,650,273)
048	WATER SEWAGE TREATMENT SUPPLIES	11,845,107	12,590,474	13,392,295	801,821	13,485,095	92,800
049	OTHER MATERIALS & SUPPLIES	41,738,466	43,816,842	32,432,404	(11,384,438)	32,843,736	411,332
04A	EQUIPMENT (SK OR LESS-CONTROLLED ASSET)	728,813	1,339,682	2,179,351	839,669	2,221,200	41,849
Materials & Supplies		245,763,198	266,356,693	284,633,064	18,276,371	282,676,566	(1,956,498)
Equipment							
060	EQUIPMENT PURCHASE	20,765,811	18,947,387	17,761,829	(1,185,558)	12,375,208	(5,386,621)
061	EQUIPMENT LEASE PURCHASE-INITIAL	399,895	0	6,000	6,000	0	(6,000)
062	EQUIPMENT LEASE/PURCHASE-OPTION RENEWAL	204,598	937,544	604,631	(332,913)	496,704	(107,927)
063	EQUIPT LEASE/PURCHASE-FIN AGCY-INITIAL	75,457	8,857,947	10,552,388	1,694,441	109,000	(10,443,388)
064	EQPT LEASE/PURCH-CITY FIN AGCY-OPT RENEW	6,599,083	7,572,066	10,606,344	3,034,278	13,447,053	2,840,709
065	ANIMAL PURCHASE	11,471	11,471	12,500	1,029	14,500	2,000
068	INTEREST EXPENSE-CAPITALIZED	30,961	0	0	0	0	0
Equipment		28,087,276	36,326,415	39,543,692	3,217,277	26,442,465	(13,101,227)
Debt Service							
070	DEBT SERVICE - BUDGET ONLY	0	8,958,927	130,172,957	121,214,030	132,567,278	2,394,321
071	DEBT REDEMPTION	278,249,404	271,838,316	264,917,731	(6,920,585)	280,469,198	15,551,467
073	DEBT ISSUANCE COST	0	2,286,694	0	(2,286,694)	0	0
074	DEBT INTEREST AND OTHER FISCAL CHARGES	261,515,245	477,206,533	508,921,097	31,714,564	565,194,295	56,273,198
Debt Service		539,764,649	760,290,470	904,011,785	143,721,315	978,230,771	74,218,986
Services of Other Departments							
081	SERVICES OF OTHER DEPTS (AAO FUNDS)	586,570,078	628,330,473	670,259,316	41,928,843	681,641,256	11,381,940
Services of Other Departments		586,570,078	628,330,473	670,259,316	41,928,843	681,641,256	11,381,940
Expenditure Recovery							
086	EXPEND RECOVERY FOR SVCS TO AAO FUNDS	(69,628)	0	0	0	0	0
Expenditure Recovery		(69,628)	0	0	0	0	0
Transfers Out							
092	"CTO" CONTRIBUTION TRANSFERS OUT	342,426,958	407,760,956	482,857,953	75,096,997	536,815,573	53,957,620
092	GENERAL FUND SUBSIDY TRANSFER OUT	27,332,433	15,836,285	18,180,318	2,344,033	18,472,184	291,866
093	"OTO" OTHER OPERATING TRANSFERS OUT	375,076,098	318,131,842	446,800,899	128,669,057	437,454,244	(9,346,655)
095	"ITO" INTRAFUND TRANSFERS OUT	685,797,328	499,358,018	471,575,335	(27,782,683)	540,300,160	68,724,825
Transfers Out		1,430,632,817	1,241,087,101	1,419,414,505	178,327,404	1,533,042,161	113,627,656
Budgetary Reserves							
096	UNAPPROPRIATED REVENUE-CHARTER RESERVES	0	0	17,800,000	17,800,000	7,280,000	(10,520,000)
097	UNAPPROPRIATED REVENUE RETAINED	0	24,500,000	114,346,293	89,846,293	145,362,815	31,016,522
098	UNAPPROPRIATED REVENUE-DESIGNATED	0	47,472,394	22,326,319	(25,146,075)	23,067,946	741,627
Budgetary Reserves		0	71,972,394	154,472,612	82,500,218	175,710,761	21,238,149

USES BY CATEGORY AND OBJECT

Object	2010-2011 Actual	2011-2012 Budget	2012-2013 Proposed	Change From 2011-2012	2013-2014 Proposed	Change From 2012-2013
Facilities Maintenance						
06F FACILITIES MAINTENANCE PROJECTS-BUDGET	11,218,807	37,971,557	55,148,965	17,177,408	55,884,763	735,798
Facilities Maintenance	11,218,807	37,971,557	55,148,965	17,177,408	55,884,763	735,798
Capital Renewal						
06R CAPITAL RENEWAL	0	130,906,785	33,754,969	(97,151,816)	37,451,308	3,696,339
Capital Renewal	0	130,906,785	33,754,969	(97,151,816)	37,451,308	3,696,339
Capital Projects						
067 BLDG STRUCTURES & IMPROVEMENTS	221,952,859	136,630,936	152,751,285	16,120,349	109,886,550	(42,864,735)
Capital Projects	221,952,859	136,630,936	152,751,285	16,120,349	109,886,550	(42,864,735)
Expenditures	9,320,108,751	9,056,493,466	9,763,336,508	706,843,042	10,108,373,438	345,036,930
Less Interfund and Intrafund Transfers	(1,173,954,562)	(1,241,087,101)	(1,419,414,505)	(178,327,404)	(1,533,042,161)	(113,627,656)
Less Interdepartmental Recoveries	(793,179,832)	(981,639,428)	(997,253,232)	(15,613,804)	(1,020,817,600)	(23,564,368)
Net Uses	7,352,974,357	6,833,766,937	7,346,668,771	512,901,834	7,554,513,677	207,844,906

Note: Capital and facilities maintenance projects are often moved to non-annually budgeted funds and/or other spending categories.

SOURCES BY FUND

Fund	2010-2011 Actual	2011-2012 Budget	2012-2013 Proposed	Change From 2011-2012	2012-2013 Proposed	Change From 2012-13
Fund Type: 1G GENERAL FUND						
AGF GENERAL FUND	3,032,458,807	3,411,987,367	3,660,559,024	248,571,657	3,736,915,840	76,356,816
BSI BUDGET SAVINGS INCENTIVE	8,684,549	0	0	0	0	0
OHF OVERHEAD FUND	841,999	0	0	0	0	0
Fund Type: 1G Subtotal	3,041,985,355	3,411,987,367	3,660,559,024	248,571,657	3,736,915,840	76,356,816
Fund Type: 25 SPECIAL REVENUE FUNDS						
BIF BUILDING INSPECTION FUND	38,919,241	51,819,790	51,112,666	(707,124)	52,260,346	1,147,680
CDB COMMUNITY DEVELOPMENT SPECIAL REV FUND	17,983,013	7,857,210	11,815,122	3,157,912	7,547,781	(3,467,341)
CFC CHILDREN AND FAMILIES FUND	19,052,643	24,204,025	29,921,633	5,717,608	30,025,582	103,949
CFF CONVENTION FACILITIES FUND	83,448,540	71,320,558	82,365,907	11,045,349	81,946,075	(419,832)
CHF CHILDREN'S FUND	80,473,507	89,792,205	92,354,767	2,562,562	96,499,467	4,144,700
CHS COMM HEALTH SVS SPEC REV FD	100,904,145	106,250,939	93,812,126	(12,438,813)	91,485,791	(2,326,335)
CRF CULTURE & RECREATION SPEC REV FD	13,647,814	9,490,046	10,401,050	911,004	9,830,554	(570,496)
CSS CHILD SUPPORT SERVICES FUND	12,987,542	13,145,177	12,844,515	(300,662)	12,848,487	3,972
CTF COURTS' SPECIAL REVENUE FUND	4,573,122	4,575,574	4,573,074	(1,700)	4,572,674	(1,200)
ENV ENVIRONMENTAL PROTECTION PROGRAM	8,693,066	4,305,178	4,795,623	490,445	2,321,084	(2,474,539)
GOL GOLF FUND	10,148,709	13,969,931	13,515,227	(454,704)	14,706,014	1,196,787
GSF GENERAL SERVICES SPECIAL REVENUE FUND	6,012,411	4,874,471	6,983,598	2,109,127	5,478,290	(1,505,308)
GTG GASOLINE TAX FUND	46,193,613	33,367,442	35,985,217	2,217,775	36,225,410	640,193
HWF HUMAN WELFARE SPECIAL REVENUE FUND	52,361,490	23,882,955	23,434,662	(635,293)	23,185,999	(57,663)
LIB PUBLIC LIBRARY SPEC REV FD	83,453,357	85,665,827	92,167,961	6,502,134	96,836,469	4,668,508
NDF NEIGHBORHOOD DEVELOPMENT SPEC REV FD	38,181,108	9,172,912	26,075,005	16,902,093	22,986,019	(3,088,986)
OSP OPEN SPACE & PARK FUND	39,601,297	43,089,153	45,759,767	2,670,614	46,760,985	1,001,218
PPF PUBLIC PROTECTION SPECIAL REVENUE FUND	73,257,892	24,593,379	27,804,779	3,211,400	27,203,144	(601,635)
PWF PUBLIC WORKS/TRANS & COMMERCE SRF	16,358,270	12,259,983	14,872,759	2,612,776	15,198,171	325,412
ROF REDEVELOPMENT OBLIGATION FUND	0	0	136,757,526	136,757,526	125,611,663	(11,155,863)
RPF REAL PROPERTY SPECIAL REVENUE FUND	(869,304)	22,523,002	24,813,642	2,290,640	25,515,987	702,345
SCP SENIOR CITIZENS' PROGRAMS FUND	46,612	5,614,883	9,487,879	3,872,996	3,982,203	(5,505,676)
T&C TRANSPORTATION & COMMERCE S/R FD	113,951	0	0	0	0	0
WMF WAR MEMORIAL FUND	11,298,295	12,724,799	12,366,958	(357,841)	11,757,114	(609,844)
Fund Type: 25 Subtotal	756,840,334	674,499,439	862,831,263	188,131,824	844,335,309	(18,295,954)
Fund Type: 3C CAPITAL PROJECTS FUNDS						
FPS FIRE PROTECTION SYSTEMS IMPVLT FUND	0	0	8,272,000	8,272,000	0	(8,272,000)
PLI PUBLIC LIBRARY IMPROVEMENT FUND	1,038,576	0	0	0	0	0
RPF RECREATION & PARK CAPITAL IMPVTS FUND	7,841,790	540,000	500,000	(40,000)	100,000	(400,000)
SIF STREET IMPROVEMENT FUND	13,093,884	3,500,000	0	(3,500,000)	0	0
XCF CITY FACILITIES IMPROVEMENT FUND	729,182	0	0	0	0	0
Fund Type: 3C Subtotal	22,793,432	4,040,000	8,772,000	4,732,000	100,000	(8,672,000)
Fund Type: 4D DEBT SERVICE FUNDS						
GOB GENERAL OBLIGATION BOND FUND	193,431,117	189,592,548	176,601,000	(12,991,548)	184,201,000	7,600,000
ODS OTHER DEBT SERVICE FUNDS	7,254,720	266,492	266,492	0	133,246	(133,246)
Fund Type: 4D Subtotal	200,685,837	189,859,040	176,867,492	(12,991,548)	184,334,246	7,466,754
Fund Type: 5A SF INTERNATIONAL AIRPORT FUNDS						
AAA SFIA-OPERATING FUND	737,792,197	804,959,636	850,974,842	46,015,206	885,697,493	34,722,651
CPF SFIA-CAPITAL PROJECTS FUND	122,565,281	127,218,903	137,198,209	9,979,306	157,429,491	20,231,282
SRF SFIA-SPECIAL REVENUE FUND	168,168	804,000	806,360	2,360	800,000	(6,360)
Fund Type: 5A Subtotal	860,525,646	932,982,539	988,973,411	55,996,872	1,043,326,984	54,947,573
Fund Type: 5C WASTEWATER ENTERPRISE FUNDS						
AAA CWP-OPERATING FUND	204,368,140	235,182,144	240,113,791	4,931,647	251,649,216	11,535,425
AGT CWP-OPERATING GRANTS FUND	0	(30,000,000)	0	30,000,000	0	0
CPF CWP-CAPITAL PROJECTS FUND	40,054,387	63,902,450	33,000,000	(30,902,450)	37,000,000	4,000,000
Fund Type: 5C Subtotal	244,422,527	269,084,594	273,113,791	4,029,197	288,649,216	15,535,425
Fund Type: 5H GENERAL HOSPITAL MEDICAL CENTER FUNDS						
AAA SFH-OPERATING FUND	775,710,685	833,298,321	888,165,382	54,867,061	986,069,419	97,904,037
Fund Type: 5H Subtotal	775,710,685	833,298,321	888,165,382	54,867,061	986,069,419	97,904,037

SOURCES BY FUND

Fund	2010-2011 Actual	2011-2012 Budget	2012-2013 Proposed	Change From 2011-2012	2012-2013 Proposed	Change From 2012-13
Fund Type: SL LAGUNA HONDA HOSPITAL FUNDS						
AAA LHH-OPERATING FUND	184,705,643	189,422,856	205,503,728	16,080,872	214,215,588	8,711,860
DSF LHH DEBT SERVICE FUND	0	0	12,747,724	12,747,724	12,752,474	4,750
Fund Type: SL Subtotal	184,705,643	189,422,856	218,251,452	28,828,596	226,968,062	8,716,610
Fund Type: SM MTA-MUNICIPAL RAILWAY FUNDS						
AAA MUNI-OPERATING FUND	706,577,803	656,141,559	657,164,114	1,022,555	663,397,092	6,232,978
SRF MUNI-SPECIAL REVENUE FUND	(25,090,122)	250,000	0	(250,000)	0	0
Fund Type: SM Subtotal	681,487,681	656,391,559	657,164,114	772,555	663,397,092	6,232,978
Fund Type: SN MTA-PARKING & TRAFFIC FUNDS						
AAA PTC-OPERATING FUND	126,186,592	126,540,549	246,583,362	120,042,813	249,561,373	2,978,011
OPF OFF-STREET PARKING FUND	85,720	0	0	0	0	0
Fund Type: SN Subtotal	126,272,312	126,540,549	246,583,362	120,042,813	249,561,373	2,978,011
Fund Type: SO MTA-TAXI COMMISSION						
AAA TAXI COMMISSION-OPERATING FUND	14,884,076	13,541,202	8,157,739	(5,383,463)	8,225,913	68,174
Fund Type: SO Subtotal	14,884,076	13,541,202	8,157,739	(5,383,463)	8,225,913	68,174
Fund Type: SP PORT OF SAN FRANCISCO FUNDS						
AAA PORT-OPERATING FUND	80,498,862	100,007,925	99,386,169	(621,756)	100,909,259	1,523,090
SBH SOUTH BEACH HARBOR	0	0	4,283,715	4,283,715	4,346,475	62,760
Fund Type: SP Subtotal	80,498,862	100,007,925	103,669,884	3,661,959	105,255,734	1,585,859
Fund Type: ST PUC-HETCH HETCHY DEPARTMENT FUNDS						
AAA HETCHY OPERATING FUND	182,628,041	219,089,047	102,985,637	(116,103,410)	108,193,958	5,208,321
OPF HETCHY CAPITAL PROJECTS FUND	0	24,363,500	34,454,200	10,090,700	47,893,450	13,439,250
Fund Type: ST Subtotal	182,628,041	243,452,547	137,439,837	(106,012,710)	156,087,408	18,647,571
Fund Type: SW PUC-WATER DEPARTMENT FUNDS						
AAA SFWD-OPERATING FUND	384,368,851	387,542,153	425,986,391	38,444,238	480,106,413	54,120,022
CPF SFWD-CAPITAL PROJECTS FUND	(313,673)	48,772,830	17,215,000	(31,557,830)	31,910,000	14,695,000
PUC PUC OPERATING FUND	428,502	0	0	0	0	0
Fund Type: SW Subtotal	384,483,680	436,314,983	443,201,391	6,886,408	512,016,413	68,815,022
Fund Type: SX PARKING GARAGES/OTHER						
OPF OFF STREET PARKING OPERATING FUND	15,114,314	17,114,566	46,480,492	29,365,926	47,408,901	928,409
Fund Type: SX Subtotal	15,114,314	17,114,566	46,480,492	29,365,926	47,408,901	928,409
Fund Type: SY SFMTA BICYCLE FUND						
AAA BICYCLE OPERATING FUND	420,973	449,540	354,405	(95,135)	370,427	16,022
Fund Type: SY Subtotal	420,973	449,540	354,405	(95,135)	370,427	16,022
Fund Type: SZ SFMTA PEDESTRIAN FUND						
AAA PEDESTRIAN OPERATING FUND	113,660	154,901	161,391	6,490	168,890	7,499
Fund Type: SZ Subtotal	113,660	154,901	161,391	6,490	168,890	7,499
Fund Type: GI INTERNAL SERVICE FUNDS						
CSF IS-CENTRAL SHOPS FUND	670,656	0	0	0	0	0
FCF FINANCE CORP INTERNAL SERVICE FUNDS	0	8,857,947	10,443,388	1,585,441	0	(10,443,388)
OIS IS-REPRODUCTION FUND	(130,411)	0	0	0	0	0
TIF DTIS-TELECOMM. & INFORMATION SVCS FUND	(3,832,830)	7,060,159	3,300,301	(3,759,858)	1,034,358	(2,265,943)
Fund Type: GI Subtotal	(3,292,585)	15,918,106	13,743,689	(2,174,417)	1,034,358	(12,709,331)
Fund Type: ZE EXPENDABLE TRUST FUNDS						
BEQ REQUESTS FUND	1,265,663	1,366,445	1,053,676	(312,769)	1,088,502	34,826
GF GIFT FUND	4,047,829	1,147,546	864,238	(283,308)	888,054	23,816
Fund Type: ZE Subtotal	5,313,492	2,513,991	1,917,914	(596,077)	1,976,556	58,642
Fund Type: 7P PENSION TRUST FUNDS						
RET EMPLOYEES' RETIREMENT SYSTEM	951,097,954	18,419,819	19,699,243	1,279,424	20,223,697	524,454
Fund Type: 7P Subtotal	951,097,954	18,419,819	19,699,243	1,279,424	20,223,697	524,454
Fund Type: 7R RETIREE HEALTH CARE TRUST FUND - PROP B						
RHC RETIREE HEALTH CARE TRUST FUND - PROP B	0	6,545,000	10,170,000	3,625,000	10,530,000	360,000
Fund Type: 7R Subtotal	0	6,545,000	10,170,000	3,625,000	10,530,000	360,000
Revenue Subtotals	8,526,601,919	8,142,538,844	8,766,083,276	623,544,432	9,087,555,838	321,472,562
Less Interfund and Intrafund Transfers	(1,173,627,562)	(1,308,771,965)	(1,419,414,505)	(110,642,600)	(1,533,042,161)	(113,627,656)
Net Sources	7,352,974,357	6,833,766,939	7,346,668,771	512,901,832	7,554,513,677	207,844,996

USES BY SERVICE AREA, DEPARTMENT AND PROGRAM

Program	2010-2011 Actual	2011-2012 Budget	2012-2013 Proposed	Change From 2011-2012	2013-2014 Proposed	Change From 2012-2013
Service Area: 01 PUBLIC PROTECTION						
ADULT PROBATION						
ADMINISTRATION - ADULT PROBATION	1,882,025	2,944,879	4,574,398	1,629,519	4,929,339	(545,059)
COMMUNITY SERVICES	7,193,690	8,280,561	9,635,653	1,355,092	9,729,984	94,331
ONE STOP RE ENTRY SERVICES	0	0	1,415,630	1,415,630	1,454,188	38,558
PRE - SENTENCING INVESTIGATION	2,623,434	2,885,695	2,939,817	54,122	3,031,387	91,570
REALIGNMENT SERVICES-POST RELEASE COMM	0	0	6,277,203	6,277,203	6,590,620	313,417
WORK ORDERS & GRANTS	410,901	531,256	600,000	68,744	600,000	0
ADULT PROBATION	12,110,052	14,642,391	25,442,701	10,800,310	25,435,518	(7,183)
DEPARTMENT OF EMERGENCY MANAGEMENT						
911 PROJECT	105,073	0	0	0	0	0
EMERGENCY COMMUNICATIONS	39,080,468	39,768,742	40,348,997	580,255	39,528,971	(820,026)
EMERGENCY MANAGEMENT - EMSA	489,815	0	0	0	0	0
EMERGENCY SERVICES	47,516,113	2,903,724	6,471,790	3,568,066	6,710,490	238,700
FALSE ALARM PREVENTION	657,251	770,950	754,297	(16,653)	761,359	7,062
OUTDOOR PUBLIC WARNING SYSTEM	92,846	105,445	132,258	26,813	132,052	(206)
DEPARTMENT OF EMERGENCY MANAGEMENT	87,941,566	43,548,861	47,707,342	4,158,481	47,132,872	(574,470)
DISTRICT ATTORNEY						
ADMINISTRATION - CRIMINAL & CIVIL	1,138,351	1,822,906	2,030,382	207,476	2,043,593	13,211
CAREER CRIMINAL PROSECUTION	674,356	963,088	1,002,495	39,407	1,046,325	43,830
CHILD ABDUCTION	966,485	979,991	979,544	(447)	1,011,487	31,943
FAMILY VIOLENCE PROGRAM	729,386	767,784	1,287,598	519,814	1,332,087	44,489
FELONY PROSECUTION	21,911,809	23,021,431	24,466,391	1,444,960	24,709,274	242,883
MISDEMEANOR PROSECUTION	2,242,936	1,833,091	1,915,546	82,455	2,003,654	88,108
SUPPORT SERVICES	4,704,789	5,784,859	6,197,334	412,475	6,358,053	160,719
WORK ORDERS & GRANTS	6,540,416	5,482,021	4,875,398	(606,623)	4,474,398	(401,000)
DISTRICT ATTORNEY	39,308,528	40,655,171	42,754,688	2,099,517	42,978,871	224,183
FIRE DEPARTMENT						
ADMINISTRATION & SUPPORT SERVICES	30,079,239	31,940,284	32,974,760	1,034,476	33,174,123	199,363
CUSTODY	0	615,735	715,735	100,000	646,522	(69,213)
FIRE GENERAL	312,435	475,000	1,290,000	815,000	990,000	(300,000)
FIRE SUPPRESSION	245,869,279	253,486,682	275,826,229	22,339,547	281,649,802	5,823,573
GRANT SERVICES	636,990	0	0	0	0	0
PREVENTION & INVESTIGATION	10,048,713	10,740,043	11,919,164	1,179,121	12,193,791	274,627
TRAINING	3,479,045	3,994,924	4,167,160	172,236	4,267,823	100,663
WORK ORDER SERVICES	103,722	0	0	0	0	0
FIRE DEPARTMENT	290,529,423	301,252,668	326,893,048	25,640,380	332,922,061	6,029,013
JUVENILE PROBATION						
ADMINISTRATION	6,551,221	6,571,912	7,112,484	740,572	7,579,152	466,668
CHILDREN'S BASELINE	1,043,306	1,003,326	1,001,571	(1,555)	1,002,947	1,376
JUVENILE HALL	10,571,971	10,988,450	11,507,583	519,133	11,543,875	36,292
JUVENILE HALL REPLACEMENT DEBT PAYMENT	2,626,568	2,628,118	2,660,351	32,233	2,659,650	(701)
LOG CABIN RANCH	2,450,113	2,590,467	3,001,666	411,199	3,135,472	133,806
PROBATION SERVICES	9,022,817	10,143,277	10,439,664	296,387	10,735,661	295,997
JUVENILE PROBATION	32,265,996	33,725,350	35,723,319	1,997,969	36,656,757	933,438
POLICE						
AIRPORT POLICE	40,416,190	45,679,752	47,645,035	1,965,283	49,827,889	2,182,854
INVESTIGATIONS	59,634,865	76,251,103	78,850,377	2,599,274	80,366,927	1,516,550
OFFICE OF CITIZEN COMPLAINTS	4,138,420	4,321,169	4,705,802	384,633	4,953,595	247,793
OPERATIONS AND ADMINISTRATION	69,576,710	63,874,326	70,714,277	6,839,951	80,369,840	9,655,563
PATROL	264,734,225	258,177,215	275,711,551	17,534,336	282,651,876	6,940,325
POLICE OPERATIONS	285,331	0	0	0	0	0
WORK ORDER SERVICES	14,556,587	13,503,626	14,497,189	993,563	14,880,029	382,840
POLICE	453,342,328	461,807,191	492,124,231	30,317,040	513,050,156	20,925,925
PUBLIC DEFENDER						
CRIMINAL AND SPECIAL DEFENSE	24,912,868	25,729,848	26,749,292	1,019,444	27,890,080	1,140,788
GRANT SERVICES	303,248	212,258	88,484	(123,774)	88,484	0
VIOLENCE PREVENTION	22,630	0	0	0	0	0

USES BY SERVICE AREA, DEPARTMENT AND PROGRAM

Program	2010-2011 Actual	2011-2012 Budget	2012-2013 Proposed	Change From 2011-2012	2013-2014 Proposed	Change From 2012-2013
Service Area: 01 PUBLIC PROTECTION						
PUBLIC DEFENDER						
PUBLIC DEFENDER	25,238,746	25,942,106	26,837,776	895,670	27,978,564	1,140,788
SHERIFF						
COURT SECURITY AND PROCESS	12,065,272	13,848,968	13,098,430	(750,538)	13,436,000	337,570
CUSTODY	79,416,645	97,910,613	96,344,362	(1,566,251)	98,712,719	2,368,357
FACILITIES & EQUIPMENT	15,398,731	15,297,340	13,339,558	(1,957,782)	13,462,042	122,484
SECURITY SERVICES	14,933,955	15,381,397	16,224,272	842,875	16,720,432	496,160
SHERIFF ADMINISTRATION	10,307,829	8,363,120	9,031,692	668,572	9,295,974	264,282
SHERIFF FIELD SERVICES	9,349,167	8,189,022	8,382,310	193,288	8,635,531	253,221
SHERIFF PROGRAMS	12,596,360	14,148,694	12,326,969	(1,821,725)	12,506,221	179,252
SHERIFF RECRUITMENT & TRAINING	3,181,216	3,461,658	5,828,989	2,367,331	5,960,161	131,172
SHERIFF	157,249,175	176,600,812	174,576,582	(2,024,230)	178,729,080	4,152,498
SUPERIOR COURT						
COURT HOUSE CONSTRUCTION	4,573,122	4,575,574	4,573,874	(1,700)	4,572,674	(1,200)
DISPUTE RESOLUTION PROGRAM	326,484	293,175	280,000	(13,175)	280,000	0
INDIGENT DEFENSE/GRAND JURY	9,300,603	9,873,370	10,073,370	200,000	10,073,370	0
TRIAL COURT SERVICES	23,308,651	22,973,661	22,974,197	536	22,974,197	0
SUPERIOR COURT	37,508,860	37,715,780	37,901,441	185,661	37,900,241	(1,200)
Service Area: 01 Subtotals	1,135,494,674	1,125,690,330	1,209,961,128	74,070,798	1,242,794,120	32,822,992

USES BY SERVICE AREA, DEPARTMENT AND PROGRAM

Program	2010-2011 Actual	2011-2012 Budget	2012-2013 Proposed	Change From 2011-2012	2013-2014 Proposed	Change From 2012-2013
Service Area: 02 PUBLIC WORKS, TRANSPORTATION & COMMERCE						
AIRPORT COMMISSION						
ADMINISTRATION	33,983,407	36,899,762	42,459,869	5,560,107	44,978,515	2,518,646
AIRPORT DIRECTOR	7,150,780	16,579,536	8,793,873	(7,785,663)	9,905,531	211,658
BUREAU OF DESIGN AND CONSTRUCTION	2,669,420	5,621,140	14,274,166	8,653,026	15,040,980	766,814
BUSINESS & FINANCE	414,835,439	478,766,832	453,089,461	24,322,631	472,606,534	19,517,071
CAPITAL PROJECTS AND GRANTS	38,823,643	39,498,903	86,498,209	46,999,306	76,229,491	(10,268,718)
CHIEF OPERATING OFFICER	3,698,501	4,595,869	4,811,312	215,443	5,144,585	333,273
COMMUNICATIONS & MARKETING	5,531,545	5,862,433	6,528,281	665,848	6,816,008	287,727
CONTINUING PROJECTS, MAINT AND RENEWAL	983,400	7,075,000	10,500,000	3,425,000	9,310,000	(1,190,000)
FACILITIES	132,610,324	148,844,080	155,540,487	6,704,407	164,432,312	8,884,825
FIRE AIRPORT BUREAU NON-PERSONNEL COST	470,359	811,248	678,947	(132,301)	599,191	(79,756)
OPERATIONS AND SECURITY	48,335,705	55,098,535	59,633,512	4,534,977	62,128,562	2,495,050
PLANNING DIVISION	3,241,456	4,019,107	3,551,512	(467,595)	3,848,627	297,115
POLICE AIRPORT BUREAU NON-PERSONNEL COST	3,035,891	2,472,777	3,567,285	1,094,508	3,177,982	(389,303)
AIRPORT COMMISSION	695,371,905	756,145,222	849,934,916	93,789,694	873,319,318	23,384,402
BOARD OF APPEALS						
APPEALS PROCESSING	839,005	925,289	932,443	7,154	942,085	9,642
BOARD OF APPEALS	839,005	925,289	932,443	7,154	942,085	9,642
DEPARTMENT OF BUILDING INSPECTION						
ADMINISTRATIONS/SUPPORT SERVICES	7,933,425	14,998,293	12,805,193	(2,193,100)	12,574,589	(230,604)
HOUSING INSPECTION/CODE ENFORCEMENT SVCS	6,548,857	7,672,711	8,448,348	775,637	8,912,212	463,864
INSPECTION SERVICES	13,347,956	15,045,486	16,774,160	1,728,674	17,853,911	1,079,751
PLAN REVIEW SERVICES	9,203,740	10,186,117	12,179,405	1,993,288	12,849,294	669,889
DEPARTMENT OF BUILDING INSPECTION	37,033,987	47,902,607	50,207,106	2,304,499	52,190,006	1,982,900
ECONOMIC AND WORKFORCE DEVELOPMENT						
CHILDREN'S BASELINE	292,716	314,065	314,065	0	314,065	0
ECONOMIC DEVELOPMENT	4,948,593	16,578,112	24,578,342	8,000,230	20,196,120	(4,382,222)
FILM SERVICES	616,615	1,207,171	1,291,625	84,454	1,300,000	8,375
OFFICE OF SMALL BUSINESS AFFAIRS	580,540	707,907	787,895	79,988	819,192	31,297
WORKFORCE TRAINING	11,545,315	13,701,055	19,076,498	5,373,443	15,537,973	(3,538,525)
ECONOMIC AND WORKFORCE DEVELOPMENT	17,961,779	32,510,310	46,048,425	13,538,115	38,167,358	(7,881,075)
GENERAL SERVICES AGENCY - PUBLIC WORKS						
ARCHITECTURE	1,852,433	471,617	416,430	(56,187)	415,741	1,311
BUILDING REPAIR AND MAINTENANCE	11,764,179	17,960,448	18,120,423	159,975	18,824,370	703,947
CITY CAPITAL PROJECTS	37,964,701	26,289,510	37,454,377	11,164,867	29,735,698	(7,718,679)
CONSTRUCTION MANAGEMENT SERVICES	1,143,896	278,274	217,264	(61,010)	217,936	662
ENGINEERING	3,202,870	712,475	883,494	171,019	881,068	(2,426)
GENERAL ADMINISTRATION	1,098,907	0	0	0	0	0
STREET AND SEWER REPAIR	9,688,371	14,588,464	16,794,524	2,206,060	17,187,400	392,876
STREET ENVIRONMENTAL SERVICES	37,832,602	38,216,141	39,873,881	1,657,740	40,032,524	158,643
STREET USE MANAGEMENT	7,001,166	14,149,931	16,154,611	2,004,680	16,600,241	445,630
URBAN FORESTRY	9,564,124	16,300,888	16,632,658	331,770	17,185,722	553,064
GENERAL SERVICES AGENCY - PUBLIC WORKS	121,119,349	128,967,748	146,545,862	17,578,114	141,080,690	(5,465,172)
MUNICIPAL TRANSPORTATION AGENCY						
ACCESSIBLE SERVICES	17,895,347	21,549,070	20,913,224	(635,846)	22,201,224	1,288,000
ADMINISTRATION	47,319,440	58,987,665	69,213,492	10,225,827	68,833,484	(380,008)
AGENCY WIDE EXPENSES	119,595,916	126,785,319	102,298,931	(24,486,388)	93,478,289	(8,820,642)
CAPITAL PROGRAMS & CONSTRUCTION	0	0	100,402	100,402	101,416	1,014
DEVELOPMENT AND PLANNING	1,179,389	604,441	714,521	110,080	920,578	206,057
PARKING & TRAFFIC	64,673,094	73,186,298	79,206,748	6,020,450	86,986,573	7,779,825
PARKING GARAGES & LOTS	18,493,515	22,201,245	27,777,430	2,176,185	27,724,828	(3,347,398)
RAIL & BUS SERVICES	415,333,301	418,967,316	444,324,742	25,357,426	456,847,068	12,522,326
SECURITY, SAFETY, TRAINING & ENFORCEMENT	54,490,766	55,876,450	80,631,544	24,755,094	84,075,589	3,444,045
TAXI SERVICES	2,173,368	2,409,307	3,731,691	1,322,384	3,907,409	175,718
WASTEWATER CAPITAL PROJECTS	(867,923)	0	0	0	0	0
MUNICIPAL TRANSPORTATION AGENCY	740,286,213	780,567,111	825,512,725	44,945,614	845,076,458	19,563,733
PORT						

USES BY SERVICE AREA, DEPARTMENT AND PROGRAM

Program	2010-2011 Actual	2011-2012 Budget	2012-2013 Proposed	Change From 2011-2012	2013-2014 Proposed	Change From 2012-2013
Service Area: 02 PUBLIC WORKS, TRANSPORTATION & COMMERCE						
PORT						
ADMINISTRATION	19,891,117	23,084,714	26,156,925	3,072,211	27,055,858	898,933
ENGINEERING & ENVIRONMENTAL	4,136,699	4,194,296	4,354,256	159,960	4,532,446	178,190
MAINTENANCE	26,395,791	34,793,060	32,119,997	(2,673,063)	33,937,590	1,817,593
MARITIME OPERATIONS & MARKETING	3,266,479	3,832,466	8,064,541	4,232,075	8,164,627	100,086
PLANNING & DEVELOPMENT	3,097,204	2,944,527	4,341,865	1,397,338	3,446,394	(895,471)
REAL ESTATE & MANAGEMENT	8,957,244	9,903,096	10,395,784	492,688	10,643,961	248,177
PORT	65,744,534	78,752,159	85,433,368	6,681,209	87,780,876	2,347,508
PUBLIC UTILITIES COMMISSION						
ADMINISTRATION	290,436,333	112,184,853	125,465,324	13,280,471	128,675,885	3,210,561
CITY CAPITAL PROJECTS	(232,513)	0	0	0	0	0
CUSTOMER SERVICES	11,126,410	11,984,647	12,561,644	576,997	13,073,426	511,782
DEBT SERVICE	0	212,923,930	232,022,270	19,098,340	274,689,954	42,667,684
ENGINEERING	390,595	0	0	0	0	0
FINANCE	9,409,407	10,148,226	10,684,141	535,915	11,040,622	356,481
GENERAL MANAGEMENT	(51,017,511)	(55,946,417)	(59,276,179)	(3,329,762)	(61,147,754)	(1,871,575)
HATCH/HATCHY CAPITAL PROJECTS	28,664,057	73,686,500	34,454,200	(39,232,300)	47,893,450	13,439,250
HATCHY WATER OPERATIONS	11,992,661	50,487,873	60,325,094	9,837,221	56,543,003	(3,782,091)
HUMAN RESOURCES	7,618,240	9,581,837	10,126,539	544,702	10,485,761	359,222
MANAGEMENT INFORMATION	18,796,417	19,542,846	20,603,495	1,060,649	20,961,694	358,199
OPERATING RESERVE	0	13,434,935	1,811,819	(11,623,116)	1,524,780	(287,039)
POWER INFRASTRUCTURE DEVELOPMENT	6,314,379	9,316,096	21,723,237	12,407,141	22,331,175	607,938
POWER PURCHASING/ SCHEDULING	31,295,356	44,505,295	45,851,628	1,346,333	46,015,425	163,797
POWER UTILITY SERVICES	74,766,392	11,869,084	342,000	(11,527,084)	357,000	15,000
STRATEGIC PLANNING/COMPLIANCE	5,833,950	10,596,544	12,685,185	2,088,641	12,863,148	177,963
WASTEWATER CAPITAL PROJECTS	15,637,116	30,652,450	33,000,000	2,347,550	37,000,000	4,000,000
WASTEWATER COLLECTION	30,204,932	30,100,456	31,322,077	1,221,651	32,005,669	683,592
WASTEWATER OPERATIONS	5,024,404	6,413,336	3,051,622	(3,361,714)	3,077,049	25,427
WASTEWATER TREATMENT	61,049,496	69,931,755	70,774,295	842,540	72,517,200	1,742,905
WATER CAPITAL PROJECTS	54,910,356	39,270,330	22,216,000	(17,054,330)	37,623,000	15,407,000
WATER SOURCE OF SUPPLY	16,217,207	20,925,744	20,006,837	(918,907)	21,239,806	1,232,969
WATER TRANSMISSION/ DISTRIBUTION	67,706,717	49,043,342	51,040,550	1,997,208	52,062,286	1,021,736
WATER TREATMENT	35,487,837	37,910,802	42,618,602	4,707,800	43,089,259	470,657
PUBLIC UTILITIES COMMISSION	731,632,238	816,564,434	803,410,380	(15,154,054)	883,921,838	80,511,458
Service Area: 02 Subtotals	2,410,011,010	2,644,334,680	2,808,025,225	163,690,345	2,922,478,621	114,453,396

USES BY SERVICE AREA, DEPARTMENT AND PROGRAM

Program	2010-2011 Actual	2011-2012 Budget	2012-2013 Proposed	Change From 2011-2012	2013-2014 Proposed	Change From 2012-2013
Service Area: 03 HUMAN WELFARE & NEIGHBORHOOD DEVELOPMENT						
CHILD SUPPORT SERVICES						
CHILD SUPPORT SERVICES PROGRAM	12,987,542	13,145,177	13,244,947	99,770	13,258,307	13,360
CHILD SUPPORT SERVICES	12,987,542	13,145,177	13,244,947	99,770	13,258,307	13,360
CHILDREN AND FAMILIES COMMISSION						
CHILDREN AND FAMILIES FUND	15,251,817	16,347,584	19,367,356	3,019,772	19,327,494	(39,862)
PUBLIC ED FUND - PROP H (MARCH 2004)	11,655,422	15,783,632	19,332,780	3,549,148	19,360,911	28,131
CHILDREN AND FAMILIES COMMISSION	26,907,239	32,131,216	38,700,136	6,568,920	38,688,405	(11,731)
CHILDREN, YOUTH & THEIR FAMILIES						
CHILDREN'S BASELINE	28,545,160	33,621,480	32,934,086	(687,394)	32,214,050	(720,036)
CHILDREN'S FUND PROGRAMS	39,547,086	45,055,727	45,404,534	348,807	49,567,234	4,162,700
CHILDREN'S SVCS - NON - CHILDREN'S FUND	11,552,512	11,450,671	6,138,880	(5,311,791)	5,815,565	(323,315)
PUBLIC EDUCATION FUND (PROP H)	26,436,000	28,600,000	31,137,000	2,537,000	31,004,000	(133,000)
VIOLENCE PREVENTION	5,950,089	5,220,242	6,457,442	1,237,200	5,466,345	(991,097)
CHILDREN, YOUTH & THEIR FAMILIES	112,030,847	123,948,120	122,071,942	(1,876,178)	124,067,194	1,995,252
COUNTY EDUCATION OFFICE						
COUNTY EDUCATION SERVICES	77,593	116,026	109,523	(6,503)	108,492	(1,031)
COUNTY EDUCATION OFFICE	77,593	116,026	109,523	(6,503)	108,492	(1,031)
DEPARTMENT OF THE STATUS OF WOMEN						
CHILDREN'S BASELINE	199,204	198,677	198,677	0	198,677	0
COMMISSION ON STATUS OF WOMEN	3,056,187	3,111,975	3,143,920	31,945	3,167,456	23,536
DOMESTIC VIOLENCE	402,689	210,000	210,000	0	210,000	0
DEPARTMENT OF THE STATUS OF WOMEN	3,658,080	3,520,652	3,552,597	31,945	3,576,133	23,536
ENVIRONMENT						
CLEAN AIR	1,018,727	972,716	781,857	(190,859)	806,300	24,443
CLIMATE CHANGE/ENERGY	8,105,122	1,586,521	2,954,097	1,367,576	471,169	(2,482,928)
ENVIRONMENT	5,170,645	7,280,462	7,275,999	(4,463)	6,411,163	(864,836)
ENVIRONMENT-OUTREACH	719,144	219,328	219,521	193	226,315	6,794
ENVIRONMENTAL JUSTICE / YOUTH EMPLOYMENT	289,866	499,505	173,709	(325,796)	181,906	8,197
GREEN BUILDING	594,850	416,919	381,130	(33,789)	401,016	17,886
POWER UTILITY FIELD SERVICES	491,319	0	0	0	0	0
RECYCLING	3,488,774	4,404,837	4,708,172	303,335	4,801,680	93,508
SOLID WASTE MANAGEMENT	244,455	272,162	0	(272,162)	0	0
TOXICS	1,733,531	1,908,154	1,500,874	(407,280)	1,552,642	51,768
URBAN FORESTRY	35,375	35,342	37,665	1,723	39,438	1,773
ENVIRONMENT	21,909,810	17,596,746	18,035,024	438,278	14,891,629	(3,143,395)
HUMAN RIGHTS COMMISSION						
HUMAN RIGHTS COMMISSION	5,427,734	5,841,478	1,519,345	(4,322,133)	1,620,444	101,099
HUMAN RIGHTS COMMISSION	5,427,734	5,841,478	1,519,345	(4,322,133)	1,620,444	101,099
HUMAN SERVICES						
ADMINISTRATIVE SUPPORT	79,489,149	86,841,683	89,353,214	2,511,531	88,982,598	(370,616)
ADULT PROTECTIVE SERVICES	5,761,371	5,459,836	5,504,522	45,486	5,739,212	234,690
CALWORKS	48,503,707	51,788,965	46,985,371	(4,803,594)	47,054,278	68,907
CHILDREN'S BASELINE	17,229,388	24,770,087	28,098,013	3,327,926	28,251,880	155,867
COUNTY ADULT ASSISTANCE PROGRAM	51,579,757	53,226,917	52,028,814	(1,198,157)	52,948,921	920,107
COUNTY VETERANS SERVICES	312,398	400,809	419,939	19,130	439,710	19,771
DIVERSION AND COMMUNITY INTEGRATION PROG	3,243,052	3,588,517	3,656,139	67,622	3,607,578	(48,561)
DSS CHILDCARE	27,661,007	30,283,305	30,772,598	489,293	30,851,623	79,025
FAMILY AND CHILDREN'S SERVICE	103,415,735	129,814,751	118,782,295	(11,032,456)	120,620,722	1,838,427
FOOD STAMPS	13,581,370	20,418,009	20,370,441	(47,568)	20,447,149	76,708
HOMELESS SERVICES	79,019,326	81,005,817	85,821,505	4,815,688	88,669,863	2,848,358
IN HOME SUPPORTIVE SERVICES	121,917,894	127,721,722	127,436,807	(284,915)	128,821,305	1,384,498
INTEGRATED INTAKE	920,992	1,087,351	1,212,564	125,413	1,267,052	54,488
MEDI-CAL	22,449,716	24,351,460	24,703,735	352,275	25,753,929	1,050,194
OFFICE ON AGING	18,957,881	23,602,735	28,960,750	5,358,015	23,508,933	(5,451,817)
PUBLIC ADMINISTRATOR	1,457,616	1,432,285	1,518,043	85,778	1,587,542	69,499
PUBLIC CONSERVATOR	1,768,571	1,416,182	1,407,365	(8,817)	1,470,044	62,679

USES BY SERVICE AREA, DEPARTMENT AND PROGRAM

Program	2010-2011 Actual	2011-2012 Budget	2012-2013 Proposed	Change From 2011-2012	2013-2014 Proposed	Change From 2012-2013
Service Area: 03 HUMAN WELFARE & NEIGHBORHOOD DEVELOPMENT						
HUMAN SERVICES						
PUBLIC ED FUND - PROP H (MARCH 2004)	166,092	0	0	0	0	0
PUBLIC GUARDIAN	2,089,182	2,564,149	2,684,063	119,914	2,807,977	123,914
REPRESENTATIVE PAYEE	518,532	533,260	558,936	25,676	585,125	26,189
WELFARE TO WORK	48,089,055	23,249,318	29,343,416	6,094,098	29,868,735	525,319
WORKFORCE DEVELOPMENT	3,724	0	0	0	0	0
HUMAN SERVICES	648,135,515	693,555,592	699,618,530	6,062,938	703,286,176	3,667,646
RENT ARBITRATION BOARD						
RENT BOARD	4,872,992	5,955,352	6,001,378	46,026	6,257,640	256,262
RENT ARBITRATION BOARD	4,872,992	5,955,352	6,001,378	46,026	6,257,640	256,262
Service Area: 03 Subtotals	836,007,352	895,810,759	902,853,422	7,042,663	905,754,420	2,900,998
Service Area: 04 COMMUNITY HEALTH						
PUBLIC HEALTH						
CENTRAL ADMINISTRATION	92,152,933	141,245,883	152,597,580	11,351,697	152,196,929	(400,651)
CHILDREN'S BASELINE	37,201,031	45,663,536	47,842,181	2,178,645	48,845,951	1,003,770
COMM HLTH - COMM SUPPORT - HOUSING	28,043,222	22,600,832	24,950,268	2,349,436	28,319,064	3,368,796
COMM HLTH - PREV - MATERNAL & CHILD HLTH	20,056,361	25,482,839	27,067,827	1,584,988	27,527,584	459,757
COMM HLTH - PREVENTION - AIDS	51,421,640	69,378,188	58,331,268	(11,046,920)	53,296,181	(5,035,087)
COMM HLTH - PREVENTION - DISEASE CONTROL	19,324,733	19,567,601	19,662,067	94,466	19,350,638	(311,429)
COMM HLTH - PREVENTION - HLTH EDUCATION	4,988,077	5,254,804	5,979,393	724,589	6,018,906	39,513
EMERGENCY SERVICES AGENCY	1,230,970	1,597,375	1,400,000	(197,375)	1,400,000	0
ENVIRONMENTAL HEALTH SERVICES	19,601,922	18,276,905	19,029,052	752,147	19,644,340	615,288
FORENSICS - AMBULATORY CARE	27,565,930	27,624,286	28,830,878	1,206,592	29,453,951	623,073
HEALTH AT HOME	6,931,665	5,889,937	6,496,357	606,420	6,650,199	153,842
LAGUNA HONDA - LONG TERM CARE	172,704,500	184,879,744	203,588,454	18,708,710	213,231,360	9,642,906
LAGUNA HONDA HOSP - ACUTE CARE	2,646,401	3,499,491	3,619,328	119,837	3,725,532	106,204
LAGUNA HONDA HOSP - COMM SUPPORT CARE	255	1	0	(1)	0	0
MENTAL HEALTH - ACUTE CARE	3,011,004	3,462,797	3,462,797	0	3,462,797	0
MENTAL HEALTH - CHILDREN'S PROGRAM	31,114,606	39,417,159	38,164,598	(1,252,561)	38,361,464	196,866
MENTAL HEALTH - COMMUNITY CARE	148,316,323	148,827,320	152,331,844	3,504,524	157,551,320	5,219,476
MENTAL HEALTH - LONG TERM CARE	27,114,236	27,979,616	28,086,587	106,971	28,170,683	84,096
OCCUPATIONAL SAFETY & HEALTH	1,648,213	1,765,354	1,846,839	81,485	1,893,408	46,569
PRIMARY CARE - AMBU CARE - HEALTH CNTRS	55,357,660	60,269,318	71,335,548	11,066,230	72,687,422	1,351,874
SFGH - ACUTE CARE - FORENSICS	2,219,343	3,378,616	3,437,973	59,357	3,514,032	76,059
SFGH - ACUTE CARE - HOSPITAL	511,969,828	556,455,037	604,231,329	47,776,292	656,712,891	52,481,562
SFGH - ACUTE CARE - PSYCHIATRY	30,026,525	26,157,339	26,127,815	(29,524)	26,483,933	356,118
SFGH - AMBU CARE - ADULT MED HLTH CNTR	32,692,853	24,191,367	27,739,879	3,548,512	28,172,742	432,863
SFGH - AMBU CARE - METHADONE CLINIC	2,021,816	1,578,382	1,638,208	59,826	1,675,319	37,111
SFGH - AMBU CARE - OCCUPATIONAL HEALTH	3,204,648	2,390,450	2,327,135	(63,315)	2,385,124	57,989
SFGH - EMERGENCY - EMERGENCY	29,802,232	22,805,573	24,472,046	1,666,473	25,050,828	578,782
SFGH - EMERGENCY - PSYCHIATRIC SERVICES	6,487,631	8,898,090	9,133,300	235,210	9,317,911	184,611
SFGH - LONG TERM CARE - RF PSYCHIATRY	14,805,527	16,487,143	16,871,492	384,349	17,531,668	660,176
SUBSTANCE ABUSE - COMMUNITY CARE	60,656,435	62,252,884	65,033,010	2,780,126	65,952,975	919,965
PUBLIC HEALTH	1,440,358,520	1,577,277,867	1,675,635,053	98,357,186	1,748,585,152	72,950,099
Service Area: 04 Subtotals	1,440,358,520	1,577,277,867	1,675,635,053	98,357,186	1,748,585,152	72,950,099

USES BY SERVICE AREA, DEPARTMENT AND PROGRAM

Program	2010-2011 Actual	2011-2012 Budget	2012-2013 Proposed	Change From 2011-2012	2013-2014 Proposed	Change From 2012-2013
Service Area: 05 CULTURE & RECREATION						
ACADEMY OF SCIENCES						
ACADEMY OF SCIENCES	4,016,382	4,023,059	4,026,851	3,792	3,975,283	(51,566)
ACADEMY OF SCIENCES	4,016,382	4,023,059	4,026,851	3,792	3,975,283	(51,566)
ARTS COMMISSION						
ART COMMISSION-ADMINISTRATION	1,733,830	1,621,400	1,898,743	277,343	1,722,668	(176,075)
CIVIC COLLECTION	135,052	106,010	351,821	245,811	366,538	14,717
CIVIC DESIGN	0	0	142,509	142,509	148,044	5,535
COMMUNITY ARTS & EDUCATION	4,320,962	4,176,379	204	(4,176,175)	397	193
COMMUNITY ARTS & EDUCATION-GENERAL ADMIN	0	0	2,846,731	2,846,731	2,861,981	17,250
CULTURAL EQUITY	2,581,984	2,001,147	2,333,867	332,720	2,348,689	14,822
EDUCATIONAL PROGRAMS	0	0	589,255	589,255	596,253	6,998
GALLERY	48,155	25,000	327,824	302,824	340,290	12,466
GRANTS FOR THE ARTS	0	0	30,000	30,000	30,000	0
MAINTENANCE	0	0	562,830	562,830	1,127,025	564,195
MUNICIPAL SYMPHONY CONCERTS	2,084,566	1,985,087	1,985,087	0	1,985,087	0
NO COMMUNITY	366	0	0	0	0	0
PUBLIC ART	2,001,882	113,586	35,130	(78,456)	22,598	(12,532)
STREET ARTISTS	255,387	262,313	312,033	49,720	320,148	8,315
ARTS COMMISSION	13,162,184	10,290,922	11,416,034	1,125,112	11,871,918	455,884
ASIAN ART MUSEUM						
ASIAN ARTS MUSEUM	7,070,823	7,215,129	8,313,225	598,046	8,648,776	335,551
ASIAN ART MUSEUM	7,070,823	7,215,179	8,313,225	598,046	8,648,776	335,551
FINE ARTS MUSEUM						
ADMISSIONS	4,482,604	3,951,814	3,230,767	(721,087)	3,243,366	12,601
OPER & MAINT OF MUSEUMS	13,414,736	11,671,318	13,018,703	1,347,385	13,719,713	701,010
FINE ARTS MUSEUM	17,897,340	15,623,172	16,249,470	626,298	16,963,081	713,611
LAW LIBRARY						
LAW LIBRARY	587,680	751,048	738,179	(12,869)	761,000	22,821
LAW LIBRARY	587,680	751,048	738,179	(12,869)	761,000	22,821
PUBLIC LIBRARY						
ADULT SERVICES	361,975	400,000	400,000	0	400,000	0
BRANCH PROGRAM	21,810,502	17,901,499	19,445,957	1,544,458	20,579,045	1,133,088
CHILDREN'S BASELINE	8,033,827	8,764,765	8,635,577	(129,188)	8,929,540	293,963
CHILDREN'S SERVICES	926,746	1,008,861	1,168,384	159,523	1,206,544	38,160
COMMUNICATIONS, COLLECTIONS & ADULT SERV	8,280,114	7,881,842	1,400,466	(6,481,376)	1,459,406	58,940
FACILITIES	10,658,781	11,690,074	12,482,803	792,729	13,241,087	758,284
INFORMATION TECHNOLOGY	4,265,347	5,408,558	6,492,583	1,084,025	6,702,177	209,594
LIBRARY ADMINISTRATION	10,663,410	11,598,871	11,589,484	390,613	12,580,633	591,149
MAIN PROGRAM	15,877,785	16,306,276	16,867,541	561,265	17,645,446	777,905
TECHNICAL SERVICES	5,286,132	5,506,444	13,468,587	7,962,143	14,226,012	757,425
PUBLIC LIBRARY	85,964,519	86,460,190	92,351,382	5,882,192	96,969,890	4,618,508
RECREATION AND PARK COMMISSION						
CAPITAL PROJECTS	23,042,845	10,870,911	12,780,112	2,409,601	10,411,848	(2,368,264)
CHILDREN'S BASELINE	10,365,222	9,305,425	9,650,793	345,368	9,896,106	245,313
CHILDREN'S SVCS - NON - CHILDREN'S FUND	364,804	400,109	400,000	(109)	400,000	0
GOLDEN GATE PARK	10,540,220	10,261,066	10,836,007	574,941	11,049,443	413,436
MARINA HARBOR	1,493,827	1,876,127	3,013,871	1,137,744	3,609,646	595,775
NEIGHBORHOOD SERVICES	614,597	0	0	0	0	0
PARKS	59,998,403	60,520,453	72,103,134	1,582,681	74,466,493	2,363,359
REC & PARK ADMINISTRATION	1,053,336	76,225	76,158	(67)	79,934	3,476
RECREATION	12,267,310	13,780,444	14,762,173	981,729	15,212,918	450,745
STRUCTURAL MAINTENANCE	13,594,010	13,231,875	13,860,366	628,491	14,049,971	189,605
RECREATION AND PARK COMMISSION	133,335,014	127,882,235	137,282,614	9,400,379	139,176,059	1,893,445
WAR MEMORIAL						
OPER & MAINT OF MUSEUMS	82,607	0	0	0	0	0
OPERATIONS & MAINTENANCE	11,514,374	12,095,983	12,115,869	19,886	11,501,682	(614,187)

USES BY SERVICE AREA, DEPARTMENT AND PROGRAM

Program	2010-2011 Actual	2011-2012 Budget	2012-2013 Proposed	Change From 2011-2012	2013-2014 Proposed	Change From 2012-2013
Service Area: 05 CULTURE & RECREATION						
WAR MEMORIAL						
WAR MEMORIAL	11,596,981	12,095,983	12,115,869	19,886	11,501,682	(614,187)
Service Area: 05 Subtotals	273,631,023	264,790,788	282,493,624	17,702,836	289,867,689	7,374,065
Service Area: 06 GENERAL ADMINISTRATION & FINANCE						
ADMIN SVCS - RECORDER						
COUNTY CLERK SERVICES	(10)	0	0	0	0	0
ADMIN SVCS - RECORDER	(10)	0	0	0	0	0
ASSESSOR / RECORDER						
PERSONAL PROPERTY	2,391,549	2,867,656	3,053,631	185,975	3,185,942	132,311
REAL PROPERTY	5,704,901	7,324,618	7,876,476	551,858	8,228,412	351,936
RECORDER	1,234,777	1,565,000	3,389,611	1,824,611	1,834,000	(1,555,611)
TECHNICAL SERVICES	5,840,956	7,009,303	6,515,062	(494,241)	6,706,937	191,875
TRANSFER TAX	1,105,299	1,939,730	1,051,644	(888,086)	1,093,790	42,146
ASSESSOR / RECORDER	16,277,482	20,706,307	21,886,424	1,180,117	21,049,081	(837,343)
BOARD OF SUPERVISORS						
BOARD - LEGISLATIVE ANALYSIS	2,000,000	2,050,000	2,000,000	(50,000)	2,000,000	0
BOARD OF SUPERVISOR	4,737,861	5,000,569	5,118,831	118,262	5,298,033	179,202
CHILDREN'S BASELINE	118,055	169,933	175,540	5,597	183,203	7,673
CLERK OF THE BOARD	3,290,763	3,573,242	4,090,021	516,779	3,890,269	(199,752)
LOCAL AGENCY FORMATION	544,376	0	0	0	0	0
BOARD OF SUPERVISORS	10,691,055	10,793,744	11,384,382	590,638	11,371,505	(12,877)
CITY ATTORNEY						
ADMINISTRATION	7,757,665	0	0	0	0	0
CLAIMS	4,104,624	5,796,693	6,060,764	264,071	6,342,941	282,177
LEGAL SERVICE	58,791,360	56,458,173	59,046,556	2,588,383	61,848,668	2,802,112
LEGAL SERVICE-PAYING DEFTS	2,735,000	2,735,000	2,735,000	0	2,735,000	0
POWER RETAIL SERVICES	786,558	0	0	0	0	0
CITY ATTORNEY	74,175,207	64,989,866	67,842,320	2,852,454	70,926,609	3,084,289
CITY PLANNING						
ADMINISTRATION/PLANNING	7,715,185	7,643,600	9,928,716	2,285,116	9,727,478	(201,238)
CITYWIDE PLANNING	4,467,273	4,095,107	6,866,859	2,771,752	4,542,850	(2,324,009)
CURRENT PLANNING	7,772,393	7,361,946	7,159,972	(201,974)	7,885,871	725,899
ENVIRONMENTAL PLANNING	3,060,393	4,099,077	5,136,999	1,037,922	4,425,236	(711,763)
ZONING ADMINISTRATION AND COMPLIANCE	0	1,404,669	1,568,206	163,537	1,642,634	74,428
CITY PLANNING	23,015,244	24,604,399	30,660,752	6,056,353	28,224,069	(2,436,683)
CIVIL SERVICE COMMISSION						
CIVIL SERVICE COMMISSION	824,272	824,261	858,926	34,665	893,182	34,256
CIVIL SERVICE COMMISSION	824,272	824,261	858,926	34,665	893,182	34,256
CONTROLLER						
ACCOUNTING OPERATIONS AND SYSTEMS	6,406,267	7,121,553	7,471,238	349,685	7,764,072	292,834
CITY SERVICES AUDITOR	8,849,550	12,144,435	12,363,860	219,425	13,205,825	841,965
ECONOMIC ANALYSIS	269,973	418,467	442,997	24,530	458,733	15,736
MANAGEMENT, BUDGET AND ANALYSIS	3,688,063	4,216,269	5,058,625	842,356	4,738,963	(319,662)
PAYROLL AND PERSONNEL SERVICES	15,200,728	13,704,221	12,962,964	(741,257)	13,334,215	371,251
PUBLIC FINANCE	475,080	520,681	555,048	34,367	577,822	22,774
CONTROLLER	34,889,561	38,125,626	38,854,732	729,106	40,079,630	1,224,898
ELECTIONS						
ELECTIONS	10,824,606	15,239,787	12,591,551	(2,648,236)	16,311,472	3,719,921
ELECTIONS	10,824,606	15,239,787	12,591,551	(2,648,236)	16,311,472	3,719,921
ETHICS COMMISSION						
ELECTION CAMPAIGN FUND	3,674,608	6,091,332	1,899,308	(4,192,024)	1,908,804	9,496
ETHICS COMMISSION	2,126,867	2,258,012	2,297,321	39,309	2,398,382	101,061
ETHICS COMMISSION	5,801,475	8,349,344	4,196,629	(4,152,715)	4,307,186	110,557
GENERAL SERVICES AGENCY - CITY ADMIN						
311 CALL CENTER	9,663,287	10,443,003	10,879,996	436,993	11,260,369	380,373
ANIMAL WELFARE	4,185,817	4,087,673	5,330,922	1,243,249	5,031,345	(299,577)
CAPITAL ASSET PLANNING	748,224	750,000	750,000	0	750,000	0
CITY ADMINISTRATOR - ADMINISTRATION	9,436,671	8,452,889	9,490,766	1,037,877	9,933,648	442,882
COMMUNITY AMBASSADOR PROGRAM	0	0	496,385	496,385	712,040	215,655

USES BY SERVICE AREA, DEPARTMENT AND PROGRAM

Program	2010-2011 Actual	2011-2012 Budget	2012-2013 Proposed	Change From 2011-2012	2013-2014 Proposed	Change From 2012-2013
Service Area: 06 GENERAL ADMINISTRATION & FINANCE						
GENERAL SERVICES AGENCY - CITY ADMIN						
COMMUNITY REDEVELOPMENT	0	0	141,180,844	141,180,844	128,415,792	(12,765,052)
CONTRACT MONITORING	0	0	4,476,177	4,476,177	4,642,830	185,853
COUNTY CLERK SERVICES	1,372,508	1,892,621	1,894,985	2,364	1,951,157	56,172
DISABILITY ACCESS	3,513,749	9,017,747	8,424,249	(593,498)	5,894,640	(2,529,640)
EARTHQUAKE SAFETY PROGRAM	0	0	440,000	440,000	590,000	150,000
ENTERTAINMENT COMMISSION	643,841	761,882	765,464	3,582	789,347	23,883
FACILITIES MGMT & OPERATIONS	35,564,992	40,033,686	40,499,230	465,544	42,648,710	2,149,480
FLEET MANAGEMENT	961,771	1,007,507	991,055	(16,452)	991,325	270
GRANTS FOR THE ARTS	11,449,913	11,855,054	11,888,347	33,293	11,919,728	31,381
IMMIGRANT AND LANGUAGE SERVICES	1,081,661	1,071,324	1,458,581	387,257	1,522,514	63,933
JUSTIS PROJECT - CITY ADM OFFICE	51,670	3,143,302	3,481,495	338,193	3,404,956	(76,539)
LIVING WAGE / LIVING HEALTH (MCO/HCAO)	23,762,923	2,964,563	3,187,163	222,602	3,307,843	120,680
MEDICAL EXAMINER	6,509,154	12,493,163	9,911,525	(6,301,638)	6,408,216	216,691
MOSCONE EXPANSION PROJECT	0	0	1,700,000	1,700,000	0	(1,700,000)
NEIGHBORHOOD BEAUTIFICATION	1,130,256	835,000	1,865,000	1,030,000	1,865,000	0
PROCUREMENT SERVICES	4,220,881	4,698,228	5,106,654	408,426	5,264,107	157,453
REAL ESTATE SERVICES	21,970,475	23,312,151	26,874,789	3,562,638	27,666,662	791,873
REPRODUCTION SERVICES	0	5,470,996	6,025,989	554,993	6,081,205	55,216
RISK MANAGEMENT / GENERAL	11,389,635	12,518,041	14,325,471	1,807,430	14,361,932	36,461
TOURISM EVENTS	58,511,037	70,820,558	73,465,507	2,645,349	76,386,075	2,920,168
TREASURY ISLAND	1,392,024	1,579,439	1,758,079	178,640	1,871,150	113,071
VEHICLE & EQUIPMENT MAINT & FUELING	24,435,558	24,290,393	26,055,654	1,765,461	26,169,315	113,261
GENERAL SERVICES AGENCY - CITY ADMIN	210,610,047	251,499,216	409,004,927	157,505,709	399,858,875	(9,146,052)
GENERAL SERVICES AGENCY - TECHNOLOGY						
ADMINISTRATION	22,326,166	25,574,713	23,541,789	(2,032,924)	23,873,975	332,186
GOVERNANCE AND OUTREACH	5,321,682	7,547,473	9,117,365	1,569,892	8,580,582	(536,783)
OPERATIONS	28,604,893	30,611,314	31,583,200	971,886	28,808,128	(2,775,072)
REPRODUCTION SERVICES	6,041,964	0	0	0	0	0
TECHNOLOGY	3,000,627	1,806,574	2,601,035	794,461	2,664,080	63,045
TECHNOLOGY SERVICES/PUBLIC SAFETY	11,429,437	8,643,374	9,917,502	1,274,128	9,144,053	(772,551)
GENERAL SERVICES AGENCY - TECHNOLOGY	76,724,769	74,183,448	75,914,891	1,731,443	73,070,818	(2,844,073)
HEALTH SERVICE SYSTEM						
HEALTH SERVICE SYSTEM	5,939,599	6,462,314	6,598,440	136,126	6,768,040	169,600
HEALTH SERVICE SYSTEM	5,939,599	6,462,314	6,598,440	136,126	6,768,040	169,600
HUMAN RESOURCES						
ADMINISTRATION	936,575	475,065	957,074	482,019	842,810	(114,264)
CLASS AND COMPENSATION	242,275	682,436	603,795	(78,641)	631,578	27,963
EMPLOYEE RELATIONS	5,003,858	4,503,242	4,291,925	(211,317)	4,606,694	314,769
EQUAL EMPLOYMENT OPPORTUNITY	1,138,351	1,104,017	1,165,098	61,081	1,206,976	41,878
RECRUIT / ASSES / CLIENT SERVICES	7,466,512	7,083,196	7,333,853	250,657	7,491,820	157,967
WORKERS COMPENSATION	57,751,134	58,195,173	58,296,338	731,165	60,790,066	1,863,728
WORKFORCE DEVELOPMENT	928,239	849,407	759,445	(89,962)	775,398	15,953
HUMAN RESOURCES	73,248,944	72,892,526	74,037,528	1,145,002	76,345,522	2,307,994
MAYOR						
AFFORDABLE HOUSING	38,660,654	1,813,560	14,395,379	12,581,819	14,517,871	122,492
CITY ADMINISTRATION	4,091,021	4,170,487	4,495,233	324,746	4,587,222	91,989
COMMUNITY INVESTMENT	4,044,235	2,219,229	2,970,940	751,711	2,661,151	(309,789)
CRIMINAL JUSTICE	404,447	8,097	8,101	4	8,097	(4)
HOMELESS SERVICES	3,407,361	5,063,967	6,524,436	1,460,469	10,024,806	3,499,570
LEAD-BASED PAINT HAZARD CONTROL PROGRAM	1,871,241	0	0	0	0	0
NEIGHBORHOOD SERVICES	385,389	191,995	335,341	143,346	348,088	12,747
PUBLIC FINANCE	2,565,144	0	0	0	0	0
PUBLIC POLICY & FINANCE	1,163,105	1,279,816	1,410,795	131,379	1,469,060	58,265
MAYOR	56,592,597	14,746,751	30,140,225	15,393,474	33,615,495	3,475,270
RETIREMENT SYSTEM						
ADMINISTRATION	894,167,807	1,413,471	1,560,543	147,072	1,599,976	39,433

USES BY SERVICE AREA, DEPARTMENT AND PROGRAM

Program	2010-2011 Actual	2011-2012 Budget	2012-2013 Proposed	Change From 2011-2012	2013-2014 Proposed	Change From 2012-2013
Service Area: 06 GENERAL ADMINISTRATION & FINANCE						
RETIREMENT SYSTEM						
EMPLOYEE DEFERRED COMP PLAN	541,348	763,554	936,902	173,348	1,020,714	83,812
INVESTMENT	44,773,194	2,713,508	2,842,613	129,105	2,967,428	124,815
RETIREMENT SERVICES	12,156,953	14,368,355	15,336,602	968,247	15,656,293	319,691
RETIREMENT SYSTEM	551,639,302	19,258,888	20,676,660	1,417,772	21,244,411	567,751
TREASURER/TAX COLLECTOR						
BUSINESS TAX	4,963,866	6,502,366	6,262,027	(240,339)	5,151,035	(1,110,992)
DELINQUENT REVENUE	7,566,009	8,736,301	9,004,848	268,547	7,553,165	(1,451,683)
INVESTMENT	1,198,866	1,981,380	2,338,400	357,020	2,452,538	114,138
LEGAL SERVICE	599,502	209,583	441,801	232,218	460,059	18,258
MANAGEMENT	4,363,687	4,959,869	5,352,917	393,048	5,413,989	61,072
PROPERTY TAX/LICENSE	2,009,167	2,280,186	2,181,600	(98,586)	1,946,662	(234,938)
TAXPAYER ASSISTANCE	1,361,186	1,167,976	1,409,882	241,906	1,472,145	62,263
TRANSFER TAX	338,631	0	0	0	0	0
TREASURY	2,028,542	2,708,763	2,690,203	(18,560)	2,572,984	(117,219)
TREASURER/TAX COLLECTOR	24,429,456	28,546,424	29,681,678	1,135,254	27,022,577	(2,659,101)
Service Area: 06 Subtotals	1,575,683,706	651,222,903	834,330,065	183,107,162	831,088,472	(3,241,593)
Service Area: 07 GENERAL CITY RESPONSIBILITIES						
GENERAL CITY RESPONSIBILITY						
GENERAL CITY RESPONSIBILITIES	868,372,221	991,955,640	1,102,116,897	110,161,257	1,120,650,353	18,533,456
GENERAL FUND UNALLOCATED	35,867,854	0	0	0	0	0
INDIGENT DEFENSE/GRAND JURY	0	250,000	750,000	500,000	750,000	0
NON PROGRAM	0	0	3,177,400	3,177,400	3,088,800	(88,600)
RETIREE HEALTH CARE - PROP B	0	6,545,000	10,170,000	3,625,000	10,530,000	360,000
GENERAL CITY RESPONSIBILITY	904,240,075	998,750,640	1,116,214,297	117,463,657	1,135,019,153	18,804,856
GENERAL FUND UNALLOCATED						
GENERAL FUND UNALLOCATED	6,143,000	0	0	0	0	0
NO COMMUNITY	3,978,906	0	0	0	0	0
GENERAL FUND UNALLOCATED	10,121,906	0	0	0	0	0
Service Area: 07 Subtotals	914,361,981	998,750,640	1,116,214,297	117,463,657	1,135,019,153	18,804,856
Expenditure Subtotals						
	8,585,548,266	8,168,078,167	8,829,512,814	661,434,647	9,075,577,627	246,064,813
Less Interdepartmental Recoveries And Transfers	(1,232,573,909)	(1,334,311,230)	(1,482,844,043)	(148,532,813)	(1,521,063,950)	(38,219,907)
Net Uses	7,352,974,357	6,833,766,937	7,346,668,771	512,901,834	7,554,513,677	207,844,905

CONSOLIDATED SCHEDULE OF SOURCES AND USES

Sources of Funds	Fiscal Year 2012-2013			Fiscal Year 2013-2014		
	General Fund	Self Supporting	Total	General Fund	Self Supporting	Total
Prior Year Fund Balance	\$96,593,849	\$120,367,248	\$216,961,097	\$93,167,118	\$102,003,355	\$195,170,473
Use of Reserves	16,369,954	3,551,565	19,921,519	16,454,424	4,887,480	21,341,904
Regular Revenues	3,212,775,353	3,897,010,802	7,109,786,155	3,325,504,188	4,012,497,112	7,338,001,300
Transfers in to the General Fund	155,950,030	(155,950,030)	0	155,782,168	(155,782,168)	0
Total Sources of Funds	\$3,481,689,186	\$3,864,979,585	\$7,346,668,771	\$3,590,907,898	\$3,963,605,779	\$7,554,513,677
Uses of Funds	General Fund	Self Supporting	Total	General Fund	Self Supporting	Total
Regular Expenditures:						
Gross Expenditures	\$3,126,791,852	\$4,821,002,320	\$7,947,794,172	\$3,215,418,812	\$4,980,979,083	\$8,196,397,895
Less Interdepartmental Recoveries	(366,382,565)	(630,870,667)	(997,253,232)	(371,643,060)	(649,174,540)	(1,020,817,600)
Net Regular Expenditures	2,760,409,287	4,190,131,653	6,950,540,940	2,843,775,752	4,331,804,543	7,175,580,295
General Fund Transfers Out	614,719,523	(614,719,523)	0	669,273,729	(669,273,729)	0
Capital Projects	43,303,984	143,202,270	186,506,254	24,800,680	122,537,178	147,337,858
Facilities Maintenance	8,962,392	46,186,573	55,148,965	9,877,737	46,007,026	55,884,763
Deposits to Reserves	54,294,000	100,178,612	154,472,612	43,180,000	132,530,761	175,710,761
Total Uses of Funds	\$3,481,689,186	\$3,864,979,585	\$7,346,668,771	\$3,590,907,898	\$3,963,605,779	\$7,554,513,677

AUTHORIZED POSITIONS, GRAND RECAP DETAIL

Position Detail	2010-2011	2011-2012	2012-2013		2013-2014	
	Budget	Budget	Proposed Budget	Change From 2011-2012	Proposed Budget	Change From 2012-2013
Operating						
Permanent	28,750.02	28,845.10	29,426.29	581.19	29,697	271
Temporary	507.21	525.12	594.86	69.74	602	7
Non-Operating						
Grant	359.35	371.64	396.83	25.19	397	0
Capital/Other	1,460.44	1,469.11	1,487.50	18.39	1,471	(17)
Authorized Positions - Subtotal:	31,077.02	31,210.97	31,905.48	694.51	32,167	262
Unfunded Positions						
Attrition Savings	(3,102.60)	(3,156.30)	(3,160.84)	(4.54)	(3,267)	(107)
Capital/Other	(1,866.45)	(1,872.35)	(1,866.74)	5.61	(1,850)	17
Unfunded Positions - Subtotal:	(4,969.05)	(5,028.65)	(5,027.58)	1.07	(5,117)	(90)
Net Funded Positions:	26,107.97	26,182.32	26,877.90	695.58	27,050	172

FUNDED POSITIONS, GRAND RECAP BY MAJOR SERVICE AREA AND DEPARTMENT TITLE

Department	2010-2011 Budget	2011-2012 Budget	2012-2013 Proposed	Change From 2011-2012	2013-2014 Proposed	Change From 2012-2013
Service Area: 01 PUBLIC PROTECTION						
ADULT PROBATION	102.95	108.00	141.94	33.94	142.56	0.62
DEPARTMENT OF EMERGENCY MANAGEMENT	228.29	213.56	243.92	30.36	239.25	(4.67)
DISTRICT ATTORNEY	243.22	238.52	244.96	6.44	237.81	(7.15)
FIRE DEPARTMENT	1,512.10	1,473.76	1,467.63	(6.13)	1,453.78	(13.85)
JUVENILE PROBATION	238.37	236.49	236.06	(0.43)	235.62	(0.44)
POLICE	2,680.82	2,664.92	2,665.88	0.96	2,720.82	54.94
PUBLIC DEFENDER	156.47	159.80	157.87	(1.93)	158.10	0.23
SHERIFF	952.71	1,010.22	1,011.67	1.45	1,014.71	3.04
Service Area: 01 TOTAL	6,114.93	6,105.27	6,169.93	64.66	6,202.65	32.72
Service Area: 02 PUBLIC WORKS, TRANSPORTATION & COMMERCE						
AIRPORT COMMISSION	1,293.59	1,377.31	1,450.77	73.46	1,468.98	18.21
BOARD OF APPEALS	5.00	5.00	5.00	0	5.00	0
DEPARTMENT OF BUILDING INSPECTION	227.47	242.76	264.09	21.33	271.67	7.58
ECONOMIC AND WORKFORCE DEVELOPMENT	58.54	64.86	76.48	11.62	78.75	2.27
GENERAL SERVICES AGENCY - PUBLIC WORKS	791.38	783.24	804.13	20.89	804.58	0.45
MUNICIPAL TRANSPORTATION AGENCY	4,159.86	4,140.59	4,318.76	178.17	4,405.75	86.99
PORT	216.83	223.16	236.98	13.82	237.98	1.00
PUBLIC UTILITIES COMMISSION	1,583.85	1,615.62	1,621.90	6.28	1,622.53	0.63
Service Area: 02 TOTAL	8,336.52	8,452.54	8,778.11	325.57	8,895.24	117.13
Service Area: 03 HUMAN WELFARE & NEIGHBORHOOD DEVELOPMENT						
CHILD SUPPORT SERVICES	110.26	94.44	90.35	(4.09)	82.83	(7.52)
CHILDREN AND FAMILIES COMMISSION	16.33	16.11	16.74	0.63	16.74	0
CHILDREN; YOUTH & THEIR FAMILIES	32.41	32.05	33.38	1.33	34.07	0.69
COUNTY EDUCATION OFFICE	0.99	0.99	0	(0.99)	0	0
DEPARTMENT OF THE STATUS OF WOMEN	5.33	4.76	4.71	(0.05)	4.67	(0.04)
ENVIRONMENT	56.20	58.55	72.93	14.38	72.75	(0.18)
HUMAN RIGHTS COMMISSION	33.58	33.52	9.32	(24.20)	9.62	0.30
HUMAN SERVICES	1,685.09	1,690.52	1,753.79	63.27	1,742.92	(10.87)
RENT ARBITRATION BOARD	28.94	28.91	28.53	(0.38)	28.53	0
Service Area: 03 TOTAL	1,969.13	1,959.85	2,009.75	49.90	1,992.13	(17.62)
Service Area: 04 COMMUNITY HEALTH						
PUBLIC HEALTH	5,696.07	5,671.29	5,801.51	130.22	5,849.12	47.61
Service Area: 04 TOTAL	5,696.07	5,671.29	5,801.51	130.22	5,849.12	47.61
Service Area: 05 CULTURE & RECREATION						
ACADEMY OF SCIENCES	13.45	12.48	12.35	(0.13)	12.35	0

FUNDED POSITIONS, GRAND RECAP BY MAJOR SERVICE AREA AND DEPARTMENT TITLE

Department	2010-2011 Budget	2011-2012 Budget	2012-2013 Proposed	Change From 2011-2012	2013-2014 Proposed	Change From 2012-2013
Service Area: 05 CULTURE & RECREATION						
ARTS COMMISSION	19.89	19.37	26.87	7.50	26.87	0
ASIAN ART MUSEUM	59.08	58.31	57.91	(0.40)	57.92	0.01
FINE ARTS MUSEUM	105.82	106.06	109.86	3.80	110.01	0.15
LAW LIBRARY	2.99	3.00	3.00	0	3.00	0
PUBLIC LIBRARY	645.37	628.41	638.87	10.46	641.59	2.72
RECREATION AND PARK COMMISSION	850.58	833.73	838.92	5.19	837.19	(1.73)
WAR MEMORIAL	63.07	62.73	63.33	0.60	59.31	(4.02)
Service Area: 05 TOTAL	1,760.25	1,724.09	1,751.11	27.02	1,748.24	(2.87)
Service Area: 06 GENERAL ADMINISTRATION & FINANCE						
ASSESSOR / RECORDER	134.69	146.67	147.83	1.16	147.83	0
BOARD OF SUPERVISORS	62.01	62.70	63.23	0.53	63.23	0
CITY ATTORNEY	300.21	299.29	304.16	4.87	304.16	0
CITY PLANNING	146.01	150.83	152.54	1.71	152.29	(0.25)
CIVIL SERVICE COMMISSION	5.76	5.70	5.70	0	5.70	0
CONTROLLER	193.54	200.68	198.61	(2.07)	197.61	(1.00)
ELECTIONS	41.50	54.63	44.05	(10.58)	51.69	7.64
ETHICS COMMISSION	17.46	17.32	17.20	(0.12)	17.20	0
GENERAL SERVICES AGENCY - CITY ADMIN	616.23	637.47	722.60	85.13	725.67	3.07
GENERAL SERVICES AGENCY - TECHNOLOGY	209.93	196.23	199.42	3.19	206.33	6.91
HEALTH SERVICE SYSTEM	34.99	34.82	35.10	0.28	34.97	(0.13)
HUMAN RESOURCES	118.52	123.06	126.77	3.71	124.91	(1.86)
MAYOR	41.84	37.14	48.74	11.60	50.04	1.30
RETIREMENT SYSTEM	97.70	94.70	97.72	3.02	98.64	0.92
TREASURER/TAX COLLECTOR	210.68	208.04	203.82	(4.22)	182.31	(21.51)
Service Area: 06 TOTAL	2,231.07	2,269.28	2,367.49	98.21	2,362.58	(4.91)
Report Grand Total	26,107.97	26,182.32	26,877.90	695.58	27,049.96	172.06

CITY AND COUNTY OF SAN FRANCISCO MAJOR FUND BUDGETARY RECAP FY 2012-13

(In thousands)

	General Fund	Special Revenue	Capital Project	Debt Service	Enterprise	Internal Service	Other Agency/Trust	Total All Funds
Sources								
Prior Year Fund Balance - 6/30/12 (est.)	96,594	28,762	8,272	-	80,018	3,281	35	216,961
Prior Year Reserves	16,370	3,004	-	-	548	-	-	19,922
Prior Year Sources	112,964	31,766	8,272	-	80,565	3,281	35	236,883
Property Taxes	1,078,083	233,002	-	170,851	-	-	-	1,481,937
Other Local Taxes	733,295	58,563	-	-	-	-	-	792,858
Business Taxes	454,306	1,000	-	-	-	-	-	455,306
Rents & Concessions	21,424	42,816	-	-	414,611	20	922	479,792
Fines and Forfeitures	7,138	4,245	-	-	100,305	-	-	111,689
Interest & Investment Income	6,776	1,650	500	-	21,203	-	545	30,674
Licenses, Permits & Franchises	25,332	10,266	-	-	17,618	-	-	53,216
Intergovernmental - State	501,353	81,803	-	750	108,403	-	-	692,310
Intergovernmental - Federal	198,844	125,753	-	-	83,025	-	-	407,622
Intergovernmental - Other	-	449	-	-	77,500	-	-	77,949
Charges for Services	167,589	85,834	-	-	2,086,875	-	-	2,340,298
Other Revenues	18,008	25,606	-	-	101,167	-	30,285	175,066
Other Financing Sources	627	-	-	-	-	10,443	-	11,070
Subtotal Current Year Sources	3,212,775	671,988	500	171,601	3,010,707	10,463	31,752	7,109,786
Transfers In	155,950	119,869	-	5,266	667,775	-	-	948,861
Total Available Sources	3,481,689	823,622	8,272	176,867	3,759,048	13,744	31,787	8,295,529
Uses								
Public Works, Transportation & Commerce	(67,608)	(95,724)	(8,272)	-	(2,419,908)	-	-	(2,591,512)
Community Health	(609,857)	(93,812)	-	(5,000)	(934,069)	-	-	(1,642,738)
Public Protection	(1,063,231)	(27,209)	-	-	(71,979)	-	-	(1,162,419)
Human Welfare & Neighborhood Dev	(667,666)	(189,594)	-	-	-	-	(446)	(857,706)
General Administration & Finance	(196,726)	(245,349)	-	-	-	(3,300)	(19,699)	(465,074)
General City Responsibilities	(141,401)	(3,177)	-	(171,867)	-	(10,443)	(223)	(327,112)
Culture & Recreation	(110,587)	(165,222)	(500)	-	-	-	(1,472)	(277,781)
Subtotal Current Year Uses	(2,857,076)	(820,087)	(8,772)	(176,867)	(3,425,957)	(13,744)	(21,840)	(7,324,342)
Transfers Out	(614,720)	(1,841)	-	-	(331,279)	-	-	(947,839)
Total Proposed Uses	(3,471,795)	(821,928)	(8,772)	(176,867)	(3,757,236)	(13,744)	(21,840)	(8,272,182)
Fund Balance - 6/30/13 (est.)	9,894	1,694	-	-	1,812	-	9,948	23,348

Note: Transfers In and Out shown gross on this budgetary recap, whereas the Consolidated Summary of the AAO shows only Contribution Transfers gross and Operating Transfers net.

Department Budgets



*Matt Rogers, Owner
Papenhausen Hardware, District 7*

Academy of Sciences

The mission of the California Academy of Sciences (SCI or “the Academy”) is to explore, explain, and protect the natural world for San Francisco residents and visitors through education, public exhibits, and original scientific research. The Academy – a multifaceted scientific institution that houses an aquarium, a planetarium, and a natural history museum – is committed to leading-edge research, educational outreach, and finding new and innovative ways to engage and inspire the public.

SERVICES

The Academy’s main focus is on the public’s experience at its scientific institution. Although the Academy is made up of many divisions that run its operations, programs, and research departments, the only portion of the Academy that receives funding from the City and County of San Francisco through the budget process is the Steinhart Aquarium.

THE STEINHART AQUARIUM’S goal is to be the most creative, innovative, effective, and respected institution of its type in the world. It will achieve this goal by emphasizing the following three key philosophies: exhibit and emphasize the diversity, interconnectedness, importance and fragility of global ecosystems; develop novel, creative exhibition techniques and related programs that support the mission of the entire institution; and practice science-based animal management and provide high quality animal care.

The Aquarium is home to 38,000 live animals that represent more than 900 separate species from around the world. The Aquarium, established through a gift to the City, is used to educate the public about aquatic species. The Aquarium has one of the most important fish collections in the world. It also has the largest collection of Pacific invertebrates in the United States. Together these two collections make the Academy a major center for ocean life. Its collections of reptiles, plants, and insects are among the best in the world.

For more information, call (415) 379-8000 or 311; or visit www.calacademy.org

BUDGET DATA SUMMARY

	2010-2011 Actual	2011-2012 Budget	2012-2013 Proposed	Change from 2011-2012	2013-2014 Proposed	Change from 2012-2013
Total Expenditures	4,016,382	4,023,059	4,026,851	3,792	3,975,283	(51,568)
Total FTE	13	12	12	0	12	0

BUDGET ISSUES

The Fiscal Year (FY) 2012-13 and FY 2013-14 proposed budget of \$4.0 million each year for the Steinhart Aquarium is roughly equal to the FY 2011-12 budget. There are no significant changes to the Academy's budget.

The FY 2013-14 proposed budget of \$3.9 million for the Steinhart Aquarium is \$0.1 million, or 1.5 percent, less than the FY 2012-13 budget of \$4.0 million. This decrease is primarily due to a slight reduction in equipment and engineering services.

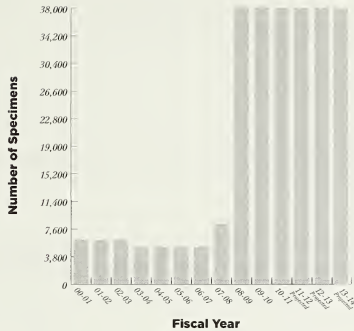
INCREASING TOURISM

The Academy is committed to raising revenue in order to protect programs and exhibits. In an effort to increase attendance, the Academy continues to engage larger markets to make the institution and the City an premier travel destination. This includes partnering with the U.S. Travel Association, the California Travel & Tourism Commission, and the San Francisco Travel Association. The goal is to encourage out-of-town visitors to San Francisco to extend their stay one extra day for a Golden Gate Park excursion, providing economic benefits to the Academy and businesses throughout the City. The Academy also strives to keep the public experience fresh to ensure repeat visits, and opened a major exhibit titled Earthquake on May 26th, 2012.

EDUCATION

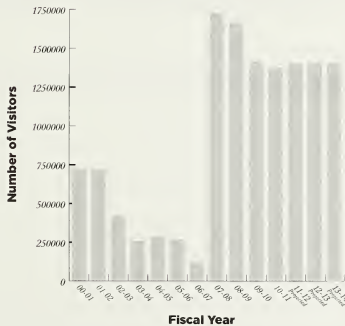
The Academy's objective is to be a global leader in enhancing science literacy about nature, life, and its sustainability. To this end, the Academy strives to offer highly creative, effective, and well-funded education programs that amplify the guest experience, engage students with science in a personal and direct way, and inspire students to take up careers in science. The Academy hosts over 40,000 school group visitors annually from San Francisco, and intends to increase school-aged visitation through the creation of more after school programming options. The Academy is also exploring new free access options in addition to its existing programs such as Family Appreciation Day, Quarterly Free Sundays, and Neighborhood Free Days. In addition, children under three enter for free. This amounts to over 200,000 guests – approximately 15 percent of total attendance – admitted at no cost.

Aquarium Specimens



The number of specimens at the Academy has grown six-fold since opening the new facility and now approaches 40,000.

Number of Visitors



Attendance levels increased significantly in 2009 due to the Academy's move into its new facility. The Academy anticipates that the number of visitors will stay relatively consistent from FY 2010-11 to FY 2013-14.

Academy of Sciences



TOTAL BUDGET HISTORICAL COMPARISON

	2010-11	2011-12	2012-2013		2013-2014	
	Actual	Original Budget	Proposed Budget	Chg From 2011-12	Proposed Budget	Chg From 2012-13

AUTHORIZED POSITIONS

Total Authorized	13.45	12.48	12.35	(0.13)	12.35	0.00
Net Operating Positions	13.45	12.48	12.35	(0.13)	12.35	0.00

SOURCES

Local Taxes	1,208,000	1,208,000	1,208,000	0	1,208,000	0
General Fund Support	2,808,382	2,815,059	2,818,851	3,792	2,767,283	(51,568)
Sources Total	4,016,382	4,023,059	4,026,851	3,792	3,975,283	(51,568)

USES - OPERATING EXPENDITURES

Salaries & Wages	1,024,585	1,045,594	1,067,283	21,689	1,088,054	20,771
Fringe Benefits	357,340	415,997	433,053	17,056	476,967	43,914
Professional & Contractual Services	2,226,801	2,116,168	2,112,215	(3,953)	1,978,962	(133,253)
Services of Other Departments	257,656	295,300	264,300	(31,000)	273,800	9,500
Uses - Operating Expenditures Total	3,866,382	3,873,059	3,876,851	3,792	3,817,783	(59,068)

USES - PROJECT EXPENDITURES

Facilities Maintenance	150,000	150,000	150,000	0	157,500	7,500
Uses - Project Expenditures Total	150,000	150,000	150,000	0	157,500	7,500

USES BY PROGRAM RECAP

Academy Of Sciences	4,016,382	4,023,059	4,026,851	3,792	3,975,283	(51,568)
Uses by Program Recap Total	4,016,382	4,023,059	4,026,851	3,792	3,975,283	(51,568)

PERFORMANCE MEASURES

	2010-2011 Actual	2011-2012 Target	2011-2012 Projected	2012-2013 Target	2013-2014 Target
ACADEMY OF SCIENCES					
Ensure that visitors receive an excellent guest experience					
Number of exhibit days	363	363	364	363	363
Percentage of randomly surveyed visitors rating the quality of the Aquarium as good or better	5%	85%	85%	85%	85%
Reach school-aged and pre-school children in San Francisco and provide educational resources to San Francisco schools and teachers.					
Number of school-aged children reached	286,279	324,000	276,000	276,500	276,500
Number of visitors to the Early Childhood Education Center	106,050	113,000	113,000	113,000	113,000
Percentage of SF schools attending the Academy or an Academy sponsored program	89%	84%	82%	82%	82%
Reach and engage a broad range of local, national, and international visitors.					
Number of visitors (adults & children)	1,567,000	1,779,000	1,500,000	1,550,000	1,550,000
Ensure a safe and sustainable institution for the public visitors, the living collections and the aquarium staff					
Recycling rate of Academy waste	22%	70%	70%	70%	70%

Airport

The San Francisco International Airport (SFO or “the Airport”), is the Bay Area’s largest airport offering non-stop links with more than 31 international destinations on 29 international carriers and non-stop connections to more than 74 cities in the U.S. on 20 domestic airlines. SFO was voted “North America’s Best Airport” in 2010 by passengers for its modern and efficient facilities and its multi-modal transportation systems. The Airport’s mission is to be an exceptional airport in service to its communities.

SERVICES

The Airport provides services through the following divisions:

ADMINISTRATION creates and enhances partnerships within the City and with the Airport’s neighbors, recruits and maintains a competent workforce, and oversees medical services at the Airport.

BUSINESS AND FINANCE ensures that Airport property and facilities achieve the maximum non-airline revenue return; provides the proper environment for existing and new businesses; develops and implements innovative fiscal policies and solutions; and manages the Airport’s financial performance.

CHIEF OPERATING OFFICER provides executive oversight to Administration, Design and Construction, Operations, Maintenance, Planning, and the Museum program to ensure the delivery of safe, secure and efficient services to the traveling public; promotes high standards of customer service; and protects the environment. This division also works with the Director and Executive Committee in developing Airport-wide policy, vision, and strategy.

COMMUNICATIONS AND MARKETING provides timely and accurate information regarding the Airport to the public, media, airlines, and neighboring communities;

markets opportunities for new or expanded airline services and on-site parking and concessions to increase Airport revenue; and oversees customer service programs.

DESIGN AND CONSTRUCTION plans and implements capital improvement projects and programs. This division designs and oversees improvements to buildings, utility systems, and other Airport systems.

MAINTENANCE keeps the Airport facilities clean, safe and running efficiently.

MUSEUMS provide a broad range of attractions for the traveling public and create an ambiance in the Airport that reflects the sophistication and cultural diversity of San Francisco.

OPERATIONS AND SECURITY manages the airfield, public transportation, terminals, airport security program and emergency procedures to provide the public with a safe, secure, efficient, and customer-friendly Airport.

PLANNING prepares long-range facility development planning studies and analyzes projects to support the development of the Airport capital improvement program.

For more information, call (650) 821-5042 or 311; or visit www.flysfo.com

BUDGET DATA SUMMARY

	2010-2011 Actual	2011-2012 Budget	2012-2013 Proposed	Change from 2011-2012	2013-2014 Proposed	Change from 2012-2013
Total Expenditures	695,371,905	756,145,222	849,934,916	93,789,694	873,319,318	23,384,402
Total FTE	1294	1377	1451	73	1469	18

BUDGET ISSUES

The Fiscal Year (FY) 2012-13 proposed budget of \$849.9 million for the Airport is \$93.8 million, or 12.4 percent, higher than the FY 2011-12 budget of \$756.1 million. This budget increase is due to the annualized cost of positions added in prior years; proposed new positions; additional services and cost increases for shuttle bus, parking management, and the Airline Liaison Office; a proposed parking tax on the ballot in San Mateo county; and reimbursement for 30 Police Academy trainees to replace officers assigned to SFO. In addition, debt service expenses are higher as the result of scheduled increases for previously issued bonds. The budget includes a \$34.9 million annual service payment to the City, \$10.5 million to maintain facilities and infrastructure, and \$85.7 million for grant- and operating-funded capital projects.

The FY 2013-14 proposed budget of \$873.3 million for the Airport is \$23.4 million, or 2.7 percent, higher than the FY 2012-13 budget of \$849.9 million. This budget increase is due to the additional cost of positions added in prior years; proposed new positions; additional services and cost increases for information technology services, parking management services, and equipment maintenance. Debt service expenses will increase again as the result of scheduled increases for previously issued bonds. The budget includes a \$35.7 million annual service payment to the City, \$9.3 million to maintain facilities and infrastructure, and \$75.4 million for grant- and operating-funded capital projects.

AIRLINE SERVICE SUPPORTS TOURISM AND TRADE

SFO forecasts that enplanements (the number of passengers boarding a plane) will reach 21.6 million in FY 2012-13, a 2.3 percent increase, and 22.0 million in FY 2013-14, a 1.8 percent increase. Recent increases in service primarily reflect domestic growth, with new or more frequent flights by United Airlines following its merger with Continental Airlines, and the continued expansion of Virgin America. For international service, SFO has added new seasonal service from XL Airways to Paris and additional flights to Europe and Mexico by current air carriers. By attracting new and expanding existing airline service, the Airport supports tourism and international trade, promotes lower airfares, and improves SFO's competitive position. While domestic air traffic has dramatically increased over the last few years, SFO projects that expanding international traffic will be the source of its long-term growth.

AIRPORT CONCESSIONS PROVIDE LOCAL BUSINESS OPPORTUNITIES AND GENERATE REVENUE

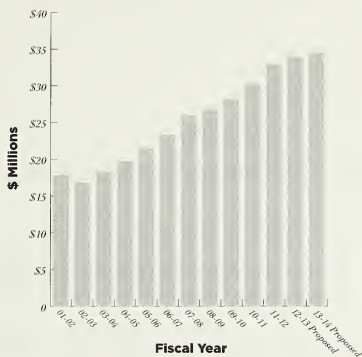
The Airport's concessions compare favorably to other airports across the nation, ranking third with \$11.64 in sales per enplaned passenger in 2010. SFO's concessions include high-end retailers, many restaurants, and other vendors that offer a broad range of services. Terminal 2, which opened in April 2011, has the highest spend rate per passenger for retail, food, and beverage concessions in the Airport and has set a new standard for SFO concession development. With wholesome food grown and prepared in a healthful manner, the food concessionaires in Terminal 2 are distinctly San Francisco. As the economy strengthens and business travel returns, concession sales are projected to exceed budget by 9.3 percent in FY 2011-12, which will increase the Airport's annual service payment to the City's General Fund.

In recognition of its innovative program, SFO concessions won six major awards from Airport Revenue News in 2012, including "Airport with the Best Concession Program Design," "Airport with the Most Unique Services," and "Airport with Best Overall Concession Program" for Large Airports. Terminal 2 also received awards for "Terminal with the Best Program Design," "Terminal with the Best Customer Service," and "Terminal with the Best Concession Management Team."

CAPITAL INVESTMENT CREATES JOBS AND SUPPORTS LOCAL BUSINESSES

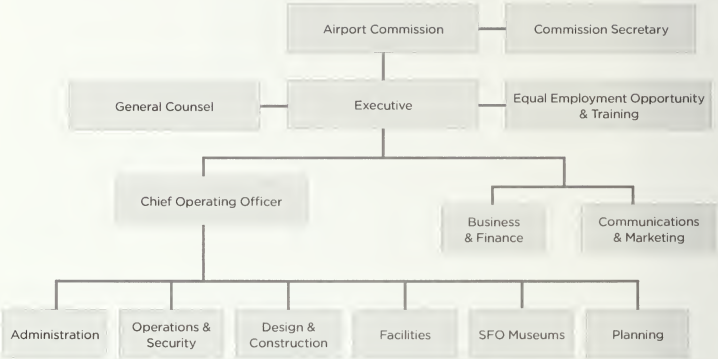
The Airport's \$763.7 million Five-Year Capital Plan and \$1.9 billion Ten-Year Capital Plan will support the local economy and businesses by investing in Airport infrastructure. The Airport Capital Plan will create about 4,000 jobs in the first five years and 11,900 jobs over the ten-year period. The Five-Year Plan includes \$279.1 million in investments in terminal upgrades and renovations; \$250.2 million in spending on the airfield for runway safety areas and other improvements; \$150.8 million on support projects, such as a new air traffic control tower, access control system upgrades, public safety facilities and equipment, and cargo and hangar facilities; \$49.0 million for utility infrastructure; \$32.8 million on roadways, AirTrain, and parking facilities; and \$1.8 million on West of Bayshore protection. The Ten-Year Plan includes a preliminary estimate of \$840.0 million for the renovation of Boarding Area B in Terminal 1.

Annual Service Payment to the General Fund



The Airport has a unique provision which allows it to pay 15 percent of its concession revenues to the City, called the Annual Service Payment (ASP).

Airport



TOTAL BUDGET HISTORICAL COMPARISON

	2010-11	2011-12	2012-2013		2013-2014	
	Actual	Original Budget	Proposed Budget	Chg From 2011-12	Proposed Budget	Chg From 2012-13

AUTHORIZED POSITIONS

Total Authorized	1,421.13	1,499.31	1,578.39	79.08	1,600.29	21.90
Non-operating Positions (cap/other)	(127.54)	(122.00)	(127.62)	(5.62)	(131.31)	(3.69)
Net Operating Positions	1,293.59	1,377.31	1,450.77	73.46	1,468.98	18.21

SOURCES

Licenses & Fines	405,817	249,000	173,000	(76,000)	173,000	0
Use of Money or Property	228,584,306	231,238,000	265,465,525	34,227,525	264,141,900	(1,323,625)
Intergovernmental Revenue - Federal	19,465,573	32,386,032	75,183,521	42,797,489	71,741,491	(3,442,030)
Intergovernmental Revenue - State	0	567,003	15,000	(552,003)	15,000	0
Charges for Services	446,775,475	487,445,000	484,589,000	(2,856,000)	548,452,000	63,863,000
Other Revenues	35,774,095	35,776,000	34,010,000	(1,766,000)	38,472,000	4,462,000
Transfers In	106,818,012	111,292,586	77,983,517	(33,309,069)	107,510,750	29,527,233
Expenditure Recovery	37,863	35,000	7,569,408	7,534,408	8,267,385	697,977
Transfer Adjustments-Sources	(106,818,012)	(176,872,317)	(146,613,903)	30,258,414	(178,875,051)	(32,261,148)
Use of / (Deposit to) Fund Balance	(35,671,224)	34,028,918	51,559,848	17,530,930	13,420,843	(38,139,005)
Sources Total	695,371,905	756,145,222	849,934,916	93,789,694	873,319,318	23,384,402

USES - OPERATING EXPENDITURES

Salaries & Wages	97,240,683	108,591,491	123,863,727	15,272,236	128,745,815	4,882,088
Fringe Benefits	46,138,943	62,772,947	69,841,512	7,068,565	77,417,228	7,575,716
Overhead	0	0	2,543,707	2,543,707	2,588,499	44,792
Professional & Contractual Services	75,989,077	93,672,618	100,809,994	7,137,376	103,161,984	2,351,990
Materials & Supplies	13,060,391	15,431,227	15,304,779	(126,448)	15,259,854	(44,925)
Equipment	1,167,302	2,331,332	2,280,485	(50,847)	1,628,438	(652,047)
Debt Service	331,526,955	342,780,901	350,144,580	7,363,679	366,104,856	15,960,276
Services of Other Departments	48,364,389	54,492,803	54,038,035	(454,768)	57,958,440	3,920,405
Transfers Out	148,973,160	141,590,586	112,893,405	(28,697,181)	143,225,463	30,332,058
Transfer Adjustments-Uses	(106,818,012)	(111,292,586)	(77,983,517)	33,309,069	(107,510,750)	(29,527,233)
Uses - Operating Expenditures Total	655,642,888	710,371,319	753,736,707	43,365,388	788,579,827	34,843,120

USES - PROJECT EXPENDITURES

Facilities Maintenance	3,290,194	7,075,000	10,500,000	3,425,000	9,310,000	(1,190,000)
Capital Projects	36,438,823	38,698,903	85,698,209	46,999,306	75,429,491	(10,268,718)
Uses - Project Expenditures Total	39,729,017	45,773,903	96,198,209	50,424,306	84,739,491	(11,458,718)

USES BY PROGRAM RECAP

Administration	33,983,402	36,899,762	42,459,869	5,560,107	44,978,515	2,518,646
Airport Director	7,150,780	16,579,536	8,793,873	(7,785,663)	9,005,531	211,658
Bureau Of Design And Construction	2,669,420	5,621,140	14,274,166	8,653,026	15,040,980	766,814
Business & Finance	414,835,439	428,766,832	453,089,463	24,322,631	472,606,534	19,517,071
Capital Projects And Grants	38,823,643	39,498,903	86,498,209	46,999,306	76,229,491	(10,268,718)
Chief Operating Officer	3,698,501	4,595,869	4,811,312	215,443	5,144,585	333,273
Communications & Marketing	5,531,545	5,862,433	6,528,281	665,848	6,816,008	287,727
Continuing Projects, Maint And Renewal	983,440	7,075,000	10,500,000	3,425,000	9,310,000	(1,190,000)
Facilities	132,610,324	148,844,080	155,548,487	6,704,407	164,433,312	8,884,825

TOTAL BUDGET – HISTORICAL COMPARISON

	2010-11	2011-12	2012-2013		2013-2014	
	Actual	Original Budget	Proposed Budget	Chg From 2011-12	Proposed Budget	Chg From 2012-13
Fire Airport Bureau Non-Personnel Cost	470,359	811,248	678,947	(132,301)	599,191	(79,756)
Operations And Security	48,335,705	55,098,535	59,633,512	4,534,977	62,128,562	2,495,050
Planning Division	3,243,456	4,019,107	3,551,512	(467,595)	3,848,627	297,115
Police Airport Bureau Non-Personnel Cost	3,035,891	2,472,777	3,567,285	1,094,508	3,177,982	(389,303)
Uses by Program Recap Total	695,371,905	756,145,222	849,934,916	93,789,694	873,319,318	23,384,402

PERFORMANCE MEASURES

Project Title	Subfund Title			Proposed 2012-2013	Proposed 2013-2014
ADMINISTRATION, BUSINESS					
Contribute to the strength of the local economy					
Percent change in domestic air passenger volume	3.4%	1.2%	7.5%	2.1%	1.5%
Percent change in international air passenger volume	5.3%	3.0%	2.4%	2.8%	3.0%
Increase concession revenues					
Total concession revenue per enplaned passenger	\$9.89	\$9.76	\$10.45	\$10.59	\$10.58
Control airline cost per enplaned passenger					
Airline cost per enplaned passenger (in constant 2008 dollars)	\$13.62	\$14.49	\$13.69	\$14.27	\$15.13
SAFETY & SECURITY					
Provide accessible and convenient facilities and superior customer service					
Overall rating of the airport (measured by passenger survey where 5 is outstanding and 1 is unacceptable)	3.9	4.0	4.0	4.0	4.0
Average immigration and customs wait times as a percent of the average of six comparable airports	96%	96%	90%	92%	92%

Adult Probation

The San Francisco Adult Probation Department ADP is an integral partner in the City's criminal justice system and contributes to public safety through its court services, evidence based supervision, and treatment referral functions.

ADP supervises approximately 6,100 adult probationers, and 500-700 mandatory supervision and post release community supervision clients on court-ordered supervision and diversion programs.

SERVICES

The Adult Probation Department provides services through the following divisions:

PRE-SENTENCE INVESTIGATIONS DIVISION prepares pre-sentencing investigative and supplemental reports to the Superior Court when a defendant is charged with a felony offense or has violated the conditions of his or her probation. The reports include an evidence-based practice risk and needs assessment to aid the Courts in sentencing decisions. Support staff maintains the official department records for clients and processes reports.

COMMUNITY SERVICES SUPERVISION DIVISION provides supportive services through evidence-based supervision with wrap-around care and treatment services to clients to promote their success and ensure accountability for their compliance with the probation terms and conditions established by the courts. In addition to enforcing court orders, probation officers facilitate re-socialization of probationers and assist victims. Specialized Intensive Services Units closely monitor high-risk probationers who have committed gang, sex, drug or domestic violence offenses.

POST RELEASE COMMUNITY SUPERVISION DIVISION provides intensive supervision of the post release community supervision population. The Pre-Release Team coordinates the release of inmates from the county jail or state prison to County Community Supervision.

REENTRY DIVISION coordinates a seamless continuum of care and support to probationers to increase successful outcomes, and to reduce recidivism and victimization. This includes the coordination of policies and the implementation of evidence-based supervision practices to probation that are effective alternatives to incarceration, reduce recidivism of adults returning to San Francisco, and improve community safety and health.

ADMINISTRATIVE SERVICES DIVISION provides fiscal management, personnel and payroll services, grants and contract administration, operational and performance analysis, capital improvements and management information services.

For more information call (415) 553-1706 or 311; or visit www.sfgov.org/adultprobation

BUDGET DATA SUMMARY

	2010-2011 Actual	2011-2012 Budget	2012-2013 Proposed	Change from 2011-2012	2013-2014 Proposed	Change from 2012-2013
Total Expenditures	12,110,052	14,642,391	25,442,701	10,800,310	25,435,518	(7,183)
Total FTE	103	108	142	34	143	1

BUDGET ISSUES AND DETAILS

The Fiscal Year (FY) 2012-13 proposed budget of \$25.4 million for ADP is \$10.8 million, or 73.7 percent, greater than the FY 2011-12 budget of \$14.6 million. This increase is due to funding for the Public Safety Realignment initiative implemented on October 1, 2011. The FY 2012-13 proposed budget also includes funding for Client Supportive Services and the continued implementation and improvement of evidence-based supervision to enhance public safety, and maximize offender restitution, reconciliation, and restorative services to victims of crime. The newly implemented risk and needs assessment tool and training will allow the Department to accurately classify an offender's risk for recidivism and direct staff and resources away from the offenders who are more likely to reoffend.

The FY 2013-14 proposed budget of \$25.4 million for ADP is roughly equal to the FY 2012-13 budget.

STATE REALIGNMENT AB109

Assembly Bill (AB) 109 State Public Safety Realignment was implemented in October 2011 as a state budget initiative to reduce prison costs by releasing non-serious, non-violent, non-sex offenders back to their county of origin and allocating resources directly to the county responsible for public safety. The ADP has experienced an incremental increase in caseload from the addition of the post release community supervision population. The Department has established a Post Release Community Supervision Division and a Pre-Release Team that provides intensive supervision of the post release community supervision population. The Pre-Release Team is responsible for coordinating the release of inmates from the county jail or state prison to County Community Supervision, administering a risk needs assessment, and reviewing special conditions with clients prior to their release to community supervision in order to address individual needs and improve outcomes.

CLIENT SUPPORTIVE SERVICES

ADP provides a seamless continuum of care and support to clients in order to increase successful outcomes, and to reduce recidivism and victimization. The Department works collaboratively with the Department of Public Health, the Human Services Agency, and the Office of Workforce Development to provide a continuum of care and services to ADP clients. In addition, the Department is in the process of establishing a Community Assessment Center to coordinate benefits and services for ADP clients.

LEVERAGING FEDERAL AND STATE FUNDING

The ADP has aggressively applied for state and federal grants to increase resources without relying entirely on the City's General Fund. The Department has been extremely successful in these efforts. ADP was awarded the following new or continuing federal and state grants:

SB678 Community Corrections Performance Incentive Fund

Senate Bill (SB) 678 established the Community Corrections Incentive Fund for the implementation of evidence based supervision practices with the goal of reducing recidivism of felony probationers by improving probation services. Accomplishing this goal produces savings at the state level, reduces prison overcrowding, and enhances public safety. Funding is awarded based on counties showing improved probation outcomes as measured by a reduction in probation failures committed to prison. The ADP has been successful in reducing recidivism through the implementation of evidence based supervision practices and improved case management and, as a result, has received an allocation of \$2.2 million from the State through the Community Corrections Performance Incentive Fund for FY 2012-13.

Justice Reinvestment Initiative

In FY 2011-12, ADP took a leadership role in managing the Justice Reinvestment Initiative, a technical assistance grant funded by the U.S. Department of Justice. The goal of the work is to develop a comprehensive community corrections model, which includes expanded alternatives to incarceration, case management of offenders, and improved services to communities most impacted by crime and incarceration. Through justice reinvestment efforts, ADP and its partners can improve public safety and public health outcomes, reduce costs, reduce recidivism, reduce racial disparities, and begin to break the intergenerational cycle of incarceration. The results from this initiative are slated to be released in FY 2012-13. The Department will work to implement the applicable recommendations from the report over the next two fiscal years.

Federal Justice

Assistance Grant (JAG) Funds

ADP received \$695,000 in continued multi-year JAG grant funds, which will enhance probation supervision for intensive supervision of serious and violent offenders in zone neighborhoods. The goal is to reduce drug trafficking and violence through the improved coordination among

law enforcement, and criminal justice, drug treatment and community crime prevention agencies.

Alternatives Court

The U.S. Department of Justice, Bureau of Justice Assistance will continue to fund the SF Probation Alternatives Court in a multiyear \$1.0 million grant.

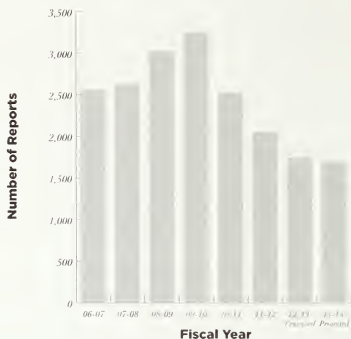
California Emergency Management Agency (CalEMA)

The CalEMA, by way of the Violence Against Women Act, will enhance the Department's existing Domestic Violence (DV) Program by increasing field supervision, enhancing outreach services to DV victims, and reducing violence of DV probationers through a three-year \$300,000 grant.

Second Chance Act

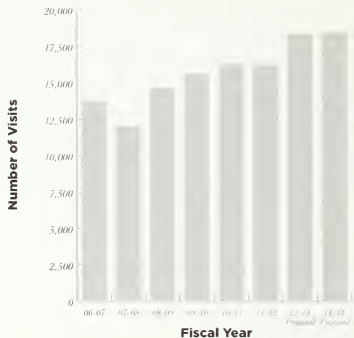
The U.S. Department of Justice, Bureau of Justice Assistance has awarded the ADP \$747,000 to provide support to communities in the development and implementation of comprehensive and collaborative strategies that address the challenges posed by prisoner reentry, and reduce recidivism.

Reports Submitted to the Superior Court



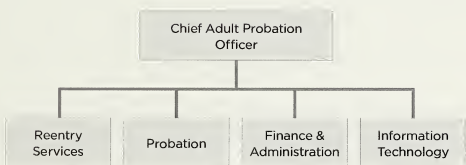
Reports submitted to the Superior Court have been decreasing since 2009. The decrease is attributed to the Department's improved case management techniques, which have reduced the Department's client population.

Client Visits to Adult Probation Office



Client visits have been increasing since 2007; this increase has contributed to the Department's improved case management.

Adult Probation



TOTAL BUDGET HISTORICAL COMPARISON

	2010-11	2011-12	2012-2013		2013-2014	
	Actual	Original Budget	Proposed Budget	Chg From 2011-12	Proposed Budget	Chg From 2012-13

AUTHORIZED POSITIONS

Total Authorized	102.95	108.00	142.19	34.19	142.56	0.37
Non-operating Positions (cap/other)	0.00	0.00	(0.25)	(0.25)	0.00	0.25
Net Operating Positions	102.95	108.00	141.94	33.94	142.56	0.62

SOURCES

Intergovernmental Revenue - Federal	893,891	1,051,218	771,296	(279,922)	771,296	0
Intergovernmental Revenue - State	117,492	211,645	8,750,946	8,539,301	8,750,946	0
Charges for Services	226,979	230,000	230,000	0	230,000	0
Other Revenues	2,519	0	1,356,567	1,356,567	1,356,567	0
Expenditure Recovery	239,956	120,960	122,853	1,893	122,853	0
Use of / (Deposit to) Fund Balance	3,166	0	0	0	0	0
General Fund Support	10,626,049	13,028,568	14,211,039	1,182,471	14,203,856	(7,183)
Sources Total	12,110,052	14,642,391	25,442,701	10,800,310	25,435,518	(7,183)

USES - OPERATING EXPENDITURES

Salaries & Wages	7,667,390	8,622,438	12,541,629	3,919,191	12,860,261	318,632
Fringe Benefits	3,075,937	3,879,091	4,494,039	614,948	4,868,898	374,859
Professional & Contractual Services	426,404	1,025,570	3,650,137	2,624,567	3,455,073	(195,064)
Aid Assistance / Grants	0	159,700	159,700	0	159,700	0
Materials & Supplies	109,584	118,573	342,459	223,886	275,723	(66,736)
Equipment	15,056	6,500	87,655	81,155	32,675	(54,980)
Services of Other Departments	815,681	830,519	4,167,082	3,336,563	3,783,188	(383,894)
Uses - Operating Expenditures Total	12,110,052	14,642,391	25,442,701	10,800,310	25,435,518	(7,183)

USES BY PROGRAM RECAP

Administration - Adult Probation	1,882,025	2,944,879	4,574,398	1,629,519	4,029,339	(545,059)
Community Services	7,193,690	8,280,561	9,635,653	1,355,092	9,729,984	94,331
One Stop Re Entry Services	0	0	1,415,630	1,415,630	1,454,188	38,558
Pre - Sentencing Investigation	2,623,434	2,885,695	2,939,817	54,122	3,031,387	91,570
Realignment Services-Post Release Comm.	0	0	6,277,203	6,277,203	6,590,620	313,417
Work Orders & Grants	410,903	531,256	600,000	68,744	600,000	0
Uses by Program Recap Total	12,110,052	14,642,391	25,442,701	10,800,310	25,435,518	(7,183)

PERFORMANCE MEASURES

	2010-2011 Actual	2011-2012 Target	2011-2012 Projected	2012-2013 Target	2013-2014 Target
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COMMUNITY SERVICES

Provide protection to the community through supervision and provision of appropriate services to adult probationers

Number of site visits made to batterer treatment programs	144	60	60	60	60
Number of community meetings attended by probation staff	407	200	200	200	200
Number of probationers referred to treatment services	2,210	1,500	2,000	1,500	1,500
Number of cases successfully terminated	1,970	1,100	1,100	1,100	1,100
Number of visits to the Department	16,263	15,000	16,000	16,000	16,000

PRE-SENTENCING INVESTIGATION

Provide timely reports to guide the courts with rendering appropriate sentencing decisions

Percentage of reports submitted to the Court two days prior to sentencing as per agreement with the Courts	92%	100%	100%	100%	100%
Percentage of identifiable victims for whom notification was attempted prior to the sentencing of the defendant	100%	100%	100%	100%	100%
Number of COMPAS risk/needs assessments and reassessments conducted	1,656	2,000	2,000	2,000	2,000

Arts Commission

The San Francisco Arts Commission (ART) believes that a creative cultural environment is essential to the City's well-being. The Department is committed to the principle that all residents should have equal access to arts experiences in all disciplines, that programs should be provided comprehensively and evenly throughout the City, and that the arts programs are innovative and of the highest quality.

SERVICES

The Arts Commission provides services in the following areas:

CIVIC ART COLLECTION oversees the care and maintenance of 4,000 objects in all media that comprise the City's \$90.0 million collection, and includes over 100 historic monuments.

PUBLIC ART PROGRAM commissions new art for the City and is funded with 2.0 percent of the gross construction cost of city capital improvement projects, as mandated by the City's Art Enrichment Ordinance.

COMMUNITY ARTS AND EDUCATION (CAE) promotes community revitalization through the arts in economically disadvantaged and undeserved areas via six community cultural centers, the Central Market ARTery Project, the Arts Education Program, and WritersCorps (a creative writing and youth development program).

CULTURAL EQUITY GRANTS (CEG) awards project-based grants to San Francisco arts organizations and

individual artists to nurture the continued growth of a vibrant arts scene — one that celebrates the City's diversity and its variety of cultural traditions.

STREET ARTISTS PROGRAM administers licenses to hundreds of local crafts people who sell handmade products in legal vending spaces, providing the City with a colorful marketplace year-round.

CIVIC DESIGN REVIEW fulfills the Department's original Charter mandate to review the design of all structures placed on City property to ensure the quality of the built environment in San Francisco.

SAN FRANCISCO ART COMMISSION (SFAC) GALLERIES present year-round curated exhibitions in three publically accessible locations that both reflect our regional diversity and position the Bay Area within an international art landscape.

For more information, call (415) 252-2590 or 311; or visit www.sfartscommission.org

BUDGET DATA SUMMARY

	2010-2011 Actual	2011-2012 Budget	2012-2013 Proposed	Change from 2011-2012	2013-2014 Proposed	Change from 2012-2013
Total Expenditures	13,162,184	10,290,922	11,416,034	1,125,112	11,871,918	455,884
Total FTE	20	19	27	8	27	0

BUDGET ISSUES AND DETAILS

The Fiscal Year (FY) 2012-13 proposed budget of \$11.4 million for the Arts Commission is \$1.1 million, or 10.0 percent, higher than the FY 2011-12 budget of \$10.3 million. A significant portion of this increase is due to increases in salary and fringe benefits costs. The Department achieved ongoing budget savings by eliminating temporary positions and identifying non-General Fund sources to support the WritersCorps program.

The FY 2013-14 proposed budget of \$11.9 million for the Department is \$0.5 million, or 4.0 percent, higher than the FY 2012-13 budget of \$11.4 million. Again, a significant portion of this increase is due to increases in salary and fringe benefit costs.

CHANGE IN LEADERSHIP

In January of 2012, the Department appointed a new Director of Cultural Affairs to lead the agency, as well as elected a new President to head the Arts Commission that governs the Department. With this transition comes a reinvigorated effort to reflect upon the Department's strengths and strategize ways to make the Arts Commission more efficient and have a greater impact in our communities.

PLANNING FOR THE FUTURE

The Strategic Planning Process

The Arts Commission is leveraging private foundation funding to embark on a strategic assessment and planning process, which will identify key needs and opportunities within the San Francisco arts ecology, enable the Department to better connect information and resources from citywide initiatives to the arts community, improve the City's responsiveness to community need, and improve the Department's effectiveness and operations.

Capital Planning

The FY 2012-13 and FY 2013-14 budget includes capital funding for the Veterans War Memorial renovation project, in anticipation of the Department's move to the building in 2015. The Department anticipates occupying space on three floors, including offices on the third floor, a gallery and public programming space on the first floor, and basement storage space for the collection. Additionally, the FY 2012-13 and FY 2013-14 budget includes capital funding for a number of critical restoration and conservation projects that support the Department's Charter mandate to oversee and care for the City's civic art collection.

IMPROVING SYSTEMS AND ACCOUNTABILITY

Responding to the Controller's Administrative and Financial Review

In November 2011, the Controller's Office, City Services Auditor Division, released a report on the financial management of the Arts Commission. The report evaluated the organizational structure of the Arts Commission finance personnel, assessed their financial practices, and evaluated their grants-making process. The review spelled out operational and financial improvements that the Department needed to implement to improve its financial and operational practices. The implementation of the report's recommendations includes a budget reorganization to improve accuracy and transparency. The budget includes several position reclassifications in order to ensure that roles and responsibilities match job descriptions, which will create promotional lines within programs, and equity and parity among staff.

A New Website

In conjunction with the strategic planning process, the Department's FY 2012-13 and FY 2013-14 budget includes funding for a website redesign. The new website will strengthen community interaction; provide equal access to programs, services and opportunities; and allow the Department to use current, available technology to serve the public more efficiently and effectively.

BUILDING COMMUNITY AND A STRONGER ARTS ECOSYSTEM

Central Market Partnership

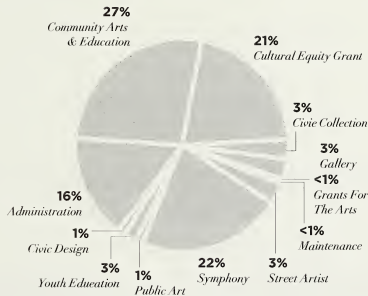
The partnership between the Arts Commission and the Office of Economic and Workforce Development in Central Market is an example of how the Department utilizes the arts to support neighborhood economic initiatives in substantive and meaningful ways. Building on The ARtery Project with funding from the National Endowment for the Arts (NEA), the Department will support short term arts activation between UN Plaza and 6th Street for performing and visual arts. Ongoing partnership efforts include use of the Decaux Kiosks for a poster series that celebrates the neighborhood; a monthly newsletter; support of permitting processes; coordinated press and media outreach; and community-wide events. Legislation pertaining to section 429 of the planning code that was recently signed by the Mayor will establish a Public Art Trust Fund to assist with the development of cultural facility capital projects as well as short and long term street arts activation, such as temporary art and performances.

Public Utilities Commission (PUC) Partnership

In an effort to support neighborhood engagement through a diversification of the art enrichment funds, the Department's Community Arts & Education (CAE) program is developing a strategy to bring comprehensive arts engagement to the Bayview district in FY 2012-13. Building on the existing programs of CAE, the PUC partnership will increase arts based programs for City residents of all ages, and support the renovation of the historic Bayview Opera House, which serves 13,310

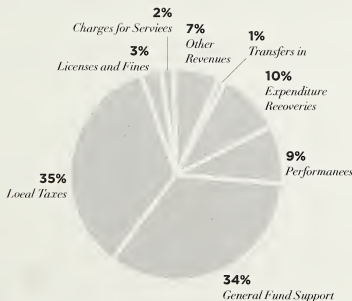
individuals a year. Examples include a WritersCorps residency; expansion of the Where Art Lives and StreetSmARTS mural programs; the creation of an oral history project working with local artists and community based organizations; and the reinvigoration of storefronts with programs like Art in Storefronts. The PUC Bayview partnership will develop a model that can be implemented in districts around the City as part of the Mayor's Invest in Neighborhoods initiative.

FY 2012-13 Department Uses



The Community Arts and Education and Cultural Equity Grants Programs together represent almost half of the Department's total budget.

FY 2012-13 Department Sources



Approximately one-third of the Department's funding comes from the General Fund.

Arts Commission



TOTAL BUDGET HISTORICAL COMPARISON

	2010-11	2011-12	2012-2013		2013-2014	
	Actual	Original Budget	Proposed Budget	Chg From 2011-12	Proposed Budget	Chg From 2012-13

AUTHORIZED POSITIONS

Total Authorized	30.79	30.27	34.07	3.80	34.07	0.00
Non-operating Positions (cap/other)	(10.90)	(10.90)	(7.20)	3.70	(7.20)	0.00
Net Operating Positions	19.89	19.37	26.87	7.50	26.87	0.00

SOURCES

Local Taxes	3,232,000	3,232,000	3,232,000	0	3,232,000	0
Licenses & Fines	252,780	262,313	312,033	49,720	320,348	8,315
Use of Money or Property	819	0	0	0	0	0
Charges for Services	1,105,635	402,062	1,194,137	792,075	1,194,137	0
Other Revenues	821,031	792,606	496,049	(296,557)	495,112	(937)
Transfers In	55,000	55,000	55,000	0	55,000	0
Expenditure Recovery	2,704,739	892,254	1,053,803	161,549	902,254	(151,549)
Use of / (Deposit to) Fund Balance	256,164	0	0	0	0	0
General Fund Support	4,734,016	4,654,687	5,073,012	418,325	5,673,067	600,055
Sources Total	13,162,184	10,290,922	11,416,034	1,125,112	11,871,918	455,884

USES - OPERATING EXPENDITURES

Salaries & Wages	2,012,396	1,450,821	2,229,350	778,529	2,271,756	42,406
Fringe Benefits	846,507	682,129	1,002,960	320,831	1,106,188	103,228
Overhead	27,479	0	310,901	310,901	313,386	2,485
Professional & Contractual Services	4,584,814	2,764,829	2,482,964	(281,865)	2,462,102	(20,862)
Aid Assistance / Grants	4,993,191	4,308,120	4,089,638	(218,482)	4,085,427	(4,211)
Materials & Supplies	87,327	4,505	7,441	2,936	5,841	(1,600)
Services of Other Departments	472,422	430,518	424,950	(5,568)	441,443	16,493
Uses - Operating Expenditures Total	13,024,136	9,640,922	10,548,204	907,282	10,686,143	137,939

USES - PROJECT EXPENDITURES

Facilities Maintenance	133,308	150,000	175,507	25,507	184,282	8,775
Capital Renewal	0	500,000	442,323	(57,677)	1,001,493	559,170
Capital Projects	4,740	0	250,000	250,000	0	(250,000)
Uses - Project Expenditures Total	138,048	650,000	867,830	217,830	1,185,775	317,945

USES BY PROGRAM RECAP

Art Commission-Administration	1,733,830	1,621,400	1,898,743	277,343	1,722,668	(176,075)
Civic Collection	135,052	106,010	351,821	245,811	366,538	14,717
Civic Design	0	0	142,509	142,509	148,044	5,535
Community Art & Education-Genearl Admin	0	0	2,846,731	2,846,731	2,863,981	17,250
Community Arts & Education	4,320,962	4,176,379	204	(4,176,175)	397	193
Cultural Equity	2,581,984	2,001,147	2,333,867	332,720	2,348,689	14,822
Educational Programs	0	0	589,255	589,255	596,253	6,998
Gallery	48,155	25,000	327,824	302,824	340,290	12,466
Grants For The Arts	0	0	30,000	30,000	30,000	0
Maintenance	0	0	562,830	562,830	1,127,025	564,195
Municipal Symphony Concerts	2,084,566	1,985,087	1,985,087	0	1,985,087	0
No Community	366	0	0	0	0	0
Public Art	2,001,882	113,586	35,130	(78,456)	22,598	(12,532)
Street Artists	255,387	262,313	312,033	49,720	320,348	8,315
Uses by Program Recap Total	13,162,184	10,290,922	11,416,034	1,125,112	11,871,918	455,884

PERFORMANCE MEASURES

	2010-2011 Actual	2011-2012 Target	2011-2012 Projected	2012-2013 Target	2013-2014 Target
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ART COMMISSION-ADMINISTRATION

Ensure the quality of the built environment by providing design review of all City Building Projects.

Number of public building projects reviewed by the Civic Design Review Committee	53	53	50	50	50
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CIVIC COLLECTION

Maintain the City's Civic Art Collection

Number of major restorations of artwork in the Civic Art Collection	9	4	6	4	4
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PUBLIC ART

Implement significant public art projects for the enjoyment of SF's residents and visitors, which are accessible to the blind and sight-impaired

Number of public art projects completed during the year	18	6	13	15	14
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STREET ARTISTS

Assist artists in supporting themselves through selling their work

Number of new licenses issued	182	180	156	179	179
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Asian Art Museum

The mission of the Asian Art Museum (AAM) is to lead a diverse global audience in discovering the unique material, aesthetic, and intellectual achievements of Asian art and culture. The Asian Art Museum houses and provides long-term care, maintenance, security and display of the City's collection of over 17,000 Asian art pieces; hosts special exhibitions of Asian art from around the world; and produces educational and outreach programs to inform a broad, diverse public about Asian art and culture.

SERVICES

The Asian Art Museum provides services through the following program areas:

COLLECTION & SPECIAL EXHIBITIONS showcase the Asian Art Museum as a cultural touchstone for visitors. With continuing growth in new markets and the trend toward increasing globalization, the collections of the AAM represent a rare insight into the culture, arts, and history of countries emerging as global trade partners. For many, experiencing the collections of the AAM is their first contact with the history and cultures of Asia.

Rated as a three-star "must see" attraction by the Michelin Guide®, the AAM continues to enhance its

role and reputation as a unique cultural asset to the City. The Museum's collection is one of the country's most comprehensive collections of Asian art.

EDUCATIONAL AND OUTREACH PROGRAMMING is designed for a global audience of Bay Area residents, students, and domestic and international tourists. These programs utilize that vast collection to foster knowledge and appreciation for Asian art.

For more information, call (415) 581-3500 or call 311; or visit www.asianart.org

BUDGET DATA SUMMARY

	2010-2011 Actual	2011-2012 Budget	2012-2013 Proposed	Change from 2011-2012	2013-2014 Proposed	Change from 2012-2013
Total Expenditures	7,070,823	7,715,179	8,313,225	598,046	8,648,776	335,551
Total FTE	59	58	58	0	58	0

BUDGET ISSUES AND DETAILS

The Fiscal Year (FY) 2012-13 proposed budget of \$8.3 million for the Asian Art Museum is \$0.6 million, or 8.0 percent, higher than the FY 2011-12 budget of \$7.7 million. This increase is primarily due to increases in salary and fringe benefits costs.

The FY 2013-14 proposed budget of \$8.6 million for the AAM is \$0.3 million, or 4.0 percent, higher than the FY 2012-13 budget of \$8.3 million. This is primarily due to increases in salary and fringe benefits costs.

STRENGTHENING THE CITY

As a Michelin rated “must-see” destination for San Francisco bound tourists, a provider of education curriculum and school tours, and a cultural cornerstone of the Civic Center neighborhood, the AAM will continue to strive to expand tourism, facilitate strong partnerships with our public schools, and improve the mid-Market/Tenderloin area.

FEATURED PROGRAMMING

Over the course of the next two fiscal years, the AAM will host a number of notable exhibitions representing the diversity and depth of Asian art and culture, including these two in the coming fiscal year:

Phantoms of Asia:

Contemporary Awakens the Past

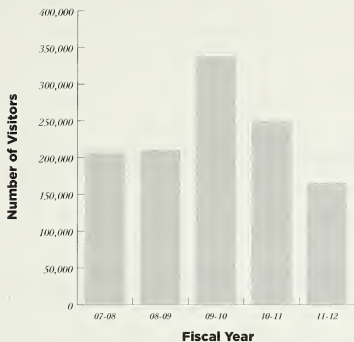
Phantoms of Asia will feature paintings, sculptures, photographs, installations, videos, and site-specific commissions by Hiroshi Sugimoto (Japan), Apichatpong Weerasethakul (Thailand), Adeela Suleman (Pakistan), and Choi Jeong Hwa (Korea), among others. The exhibition will also include more than 90 artworks from the AAM’s renowned collection. The exhibition is guest curated by Mami Kataoka, chief curator of the Mori Art Museum in Tokyo, in collaboration with Allison Harding, the Asian Art Museum’s assistant curator of contemporary art, and other museum curatorial staff.

Out of Character:

Decoding Chinese Calligraphy

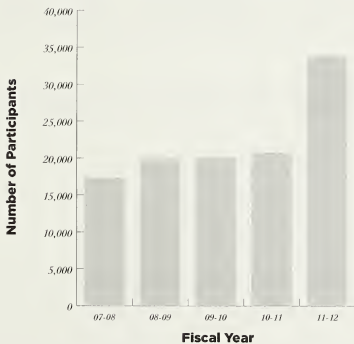
What defines a masterwork? This exhibition, focusing on 15 masterpieces supported by 25 additional works of the highest quality, explores the roles of tradition, creativity, and self-expression in the art of Chinese calligraphy. Through the centuries, a complex set of rules and traditions evolved impacting every aspect of the calligrapher’s practice. Within these constraints, creativity and self-expression have remained the goals of the Chinese calligrapher. Global artistic phenomenon, Xu Bing, has proposed a new multi-media piece specifically for the exhibition. *Out of Character* also includes paintings — borrowed from a collection of the San Francisco Museum of Modern Art — by modern American masters Brice Marden, Franz Kline, and Mark Tobey, whose works have been linked with calligraphy.

Number of Visitors



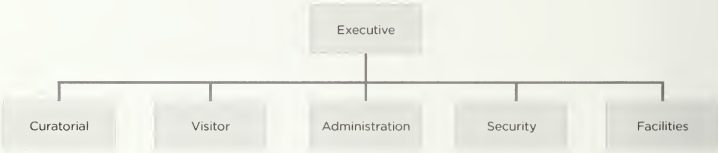
In FY 2011-12, the number of visitors to the museum per year dropped below previous years' levels.

Number of Education Program Participants



The number of education program participants in the museum increased significantly in FY 2011-12.

Asian Art Museum



TOTAL BUDGET HISTORICAL COMPARISON

	2010-11	2011-12	2012-2013		2013-2014	
	Actual	Original Budget	Proposed Budget	Chg From 2011-12	Proposed Budget	Chg From 2012-13

AUTHORIZED POSITIONS

Total Authorized	59.08	58.31	57.91	(0.40)	57.92	0.01
Net Operating Positions	59.08	58.31	57.91	(0.40)	57.92	0.01

SOURCES

Local Taxes	2,229,000	2,229,000	2,229,000	0	2,229,000	0
Charges for Services	393,716	500,000	481,928	(18,072)	498,865	16,937
Use of / (Deposit to) Fund Balance	(73)	0	0	0	0	0
General Fund Support	4,448,180	4,986,179	5,602,297	616,118	5,920,911	318,614
Sources Total	7,070,823	7,715,179	8,313,225	598,046	8,648,776	335,551

USES - OPERATING EXPENDITURES

Salaries & Wages	3,261,260	3,714,137	4,135,812	421,675	4,201,138	65,326
Fringe Benefits	1,379,934	1,560,825	1,716,299	155,474	1,892,943	176,644
Overhead	42,401	48,933	25,585	(23,348)	25,585	0
Professional & Contractual Services	1,409,739	1,331,720	1,317,734	(13,986)	1,317,734	0
Services of Other Departments	827,489	909,564	960,895	51,331	1,000,531	39,636
Uses - Operating Expenditures Total	6,920,823	7,565,179	8,156,325	591,146	8,437,931	281,606

USES - PROJECT EXPENDITURES

Facilities Maintenance	150,000	150,000	156,900	6,900	164,745	7,845
Capital Renewal	0	0	0	0	46,100	46,100
Uses - Project Expenditures Total	150,000	150,000	156,900	6,900	210,845	53,945

USES BY PROGRAM RECAP

Asian Arts Museum	7,070,823	7,715,179	8,313,225	598,046	8,648,776	335,551
Uses by Program Recap Total	7,070,823	7,715,179	8,313,225	598,046	8,648,776	335,551

PERFORMANCE MEASURES

	2010-2011 Actual	2011-2012 Target	2011-2012 Projected	2012-2013 Target	2013-2014 Target
ASIAN ART MUSEUM					
Increase museum membership					
Number of museum members	14,755	16,000	15,000	16,000	16,500
Increase number of museum visitors					
Number of museum visitors	165,286	225,000	180,000	205,000	225,000
Provide quality programs on Asian art and culture					
Number of education program participants	33,884	30,195	25,000	26,000	28,340
Number of public program participants	59,323	67,000	48,000	50,000	54,500

Assessor-Recorder

The Office of the Assessor-Recorder (ASR) locates and assesses the value of all taxable property in the City and County of San Francisco so as to fairly capture the revenue owed to the City, and to record and maintain the official records of the City. The Assessor-Recorder is committed to providing fair and equitable treatment of taxpayers and delivering outstanding public service.

SERVICES

The Assessor-Recorder provides services and support to the citizens of San Francisco through the following divisions:

REAL PROPERTY maintains the City's parcel map, locates taxable property, identifies ownership, establishes taxable value, and reassesses property after a change in ownership and/or new construction.

BUSINESS PERSONAL PROPERTY (BPP) conducts routine audits on the over 33,000 City businesses paying property tax. Business personal property is assessed annually and the owners of all businesses must file a property statement (571-L form) with BPP detailing the cost of their supplies, equipment, and fixtures. BPP assists the City's business community in completing their 571-L forms.

TRANSACTIONS reviews and evaluates all recorded real estate transactions to determine their suitability for assessment.

EXEMPTIONS processes exemption requests and properly applies all legal exemptions to assessed property.

RECORDER provides the underlying framework for the City's real estate transactions and are responsible for recording legal documents that determine ownership of real property. The Recorder division also assesses and collects transfer taxes and maintains, indexes, and issues official copies of all recorded documents, such as public marriage records.

PUBLIC SERVICES answers public questions for all Assessor or Recorder functions. The Public Service division provides translation services to customers, assists the public in accessing official city records, and helps those facing foreclosure with information and resources.

For more information, call (415) 554-5596; or visit www.sfassessor.com

BUDGET DATA SUMMARY

	2010-2011 Actual	2011-2012 Budget	2012-2013 Proposed	Change from 2011-2012	2013-2014 Proposed	Change from 2012-2013
Total Expenditures	16,277,482	20,706,307	21,886,424	1,180,117	21,049,081	(837,343)
Total FTE	135	147	148	1	148	0

BUDGET ISSUES AND DETAILS

The Fiscal Year (FY) 2012-13 proposed budget of \$21.9 million for the Assessor-Recorder is \$1.2 million, or 5.7 percent, higher than the FY 2011-12 budget of \$20.7 million. This increase is due to the addition of limited tenure staff that will work on an assessment appeals backlog, as well as \$1.0 million that the Department is investing in technology projects.

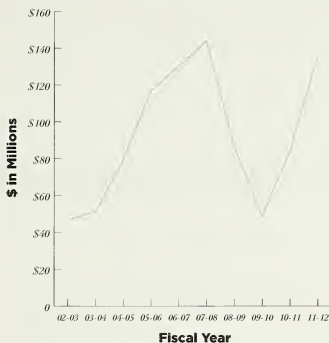
The FY 2013-14 proposed budget of \$21.0 million for the Assessor-Recorder is \$0.8 million, or 3.8 percent, lower than the FY 2012-13 budget of \$21.9 million. This decrease is due to the one-time increase for technology projects in the FY 2012-13 budget.

INCREASED CITY REVENUE

Property taxes comprise 35 percent of the City's General Fund and are its largest single revenue source. The ASR's efforts in maintaining the assessment roll, reassessing properties as necessary, and collecting transfer tax revenue have been critical to the increase in the City's General Fund property tax revenue. The Department's efforts to flag, review, and audit under-reported and un-recorded transactions result in millions of dollars of additional transfer tax revenue for the City.

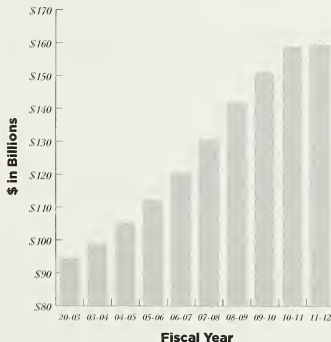
Recording fee revenue is budgeted to increase by 26.5 percent in FY 2012-13. This increase, from \$3.1 million to \$3.9 million, is due to (1) a projected increase in the number of recorded documents, (2) the projected enactment of a new eRecording Fee, and (3) a \$6 increase in the recording page fee effective in November 2011.

Transfer Tax Revenue History



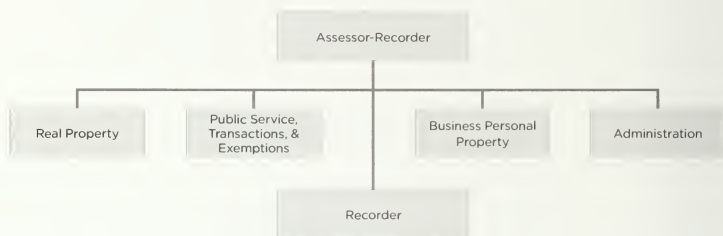
After declines in FY 2007-08 and FY 2008-09, transfer tax revenue rebounded in FY 2009-10 and FY 2010-11. The increase was due to a recovering commercial real estate market and the Prop N transfer tax rate increases on properties over \$5.0 million that took effect in December of 2010.

Assessment Roll History



Between FY 2009-10 and FY 2010-11, the City's assessment roll increased despite statewide economic difficulties. San Francisco's roll growth placed it in the very small minority of California counties that avoided an assessment roll decline.

Assessor-Recorder



TOTAL BUDGET HISTORICAL COMPARISON

	2010-11	2011-12	2012-2013		2013-2014	
	Actual	Original Budget	Proposed Budget	Chg From 2011-12	Proposed Budget	Chg From 2012-13
AUTHORIZED POSITIONS						
Total Authorized	134.69	153.21	154.83	1.62	154.83	0.00
Non-operating Positions (cap/other)	0.00	(6.54)	(7.00)	(0.46)	(7.00)	0.00
Net Operating Positions	134.69	146.67	147.83	1.16	147.83	0.00
SOURCES						
Charges for Services	3,264,233	3,070,000	3,884,000	814,000	3,884,000	0
Expenditure Recovery	0	0	45,000	45,000	45,000	0
Use of / (Deposit to) Fund Balance	(18,270)	0	1,555,611	1,555,611	0	(1,555,611)
General Fund Support	13,031,519	17,636,307	16,401,813	(1,234,494)	17,120,081	718,268
Sources Total	16,277,482	20,706,307	21,886,424	1,180,117	21,049,081	(837,343)
USES - OPERATING EXPENDITURES						
Salaries & Wages	9,719,493	11,240,588	11,908,816	668,228	12,135,323	226,507
Fringe Benefits	3,763,814	4,642,206	4,932,993	290,787	5,452,080	519,087
Overhead	79,324	62,237	127,318	65,081	127,318	0
Professional & Contractual Services	755,114	2,621,389	2,710,550	89,161	1,333,060	(1,377,490)
Materials & Supplies	102,265	222,000	174,689	(47,311)	143,876	(30,813)
Equipment	199,001	125,169	180,363	55,194	16,300	(164,063)
Services of Other Departments	1,517,388	1,792,718	1,851,695	58,977	1,841,124	(10,571)
Uses - Operating Expenditures Total	16,136,399	20,706,307	21,886,424	1,180,117	21,049,081	(837,343)
USES - PROJECT EXPENDITURES						
Capital Projects	141,083	0	0	0	0	0
Uses - Project Expenditures Total	141,083	0	0	0	0	0
USES BY PROGRAM RECAP						
Personal Property	2,391,549	2,867,656	3,053,631	185,975	3,185,942	132,311
Real Property	5,704,901	7,324,618	7,876,476	551,858	8,228,412	351,936
Recorder	1,234,777	1,565,000	3,389,611	1,824,611	1,834,000	(1,555,611)
Technical Services	5,840,956	7,009,303	6,515,062	(494,241)	6,706,937	191,875
Transfer Tax	1,105,299	1,939,730	1,051,644	(888,086)	1,093,790	42,146
Uses by Program Recap Total	16,277,482	20,706,307	21,886,424	1,180,117	21,049,081	(837,343)

PERFORMANCE MEASURES

	2010-2011 Actual	2011-2012 Target	2011-2012 Projected	2012-2013 Target	2013-2014 Target
REAL PROPERTY					
Assess all taxable property within the City and County of San Francisco					
Number of Supplemental and Escape Assessments	16,181	20,000	27,500	23,000	20,000
Effectively defend and resolve assessment appeals					
Number of appeals resolved in a year	4,270	4,400	4,380	4,400	4,400
RECORDER					
Collect all fees for recording of documents					
Recording fees	\$3,254,674	\$3,070,000	\$3,700,000	\$3,884,000	\$3,884,000
Number of documents recorded	217,287	200,500	220,000	225,000	230,000

Board of Appeals



The Board of Appeals (BOA) provides the public with a final administrative review process for the issuance, denial, suspension, revocation and modification of City permits as well as for certain decisions of the Zoning Administrator, Planning Commission and Historic Preservation Commission. The Board of Appeals provides an efficient, fair, and expeditious public hearing and decision-making process before an impartial panel as the last step in the City's permit issuance process.

SERVICES

The Board of Appeals provides the following services:

APPEAL PROCESSING assists members of the public who want to learn about the appeal process, and those who want to file and/or respond to an appeal. BOA staff ensures that appeals are processed in conformance with the requirements of the City Charter and relevant codes, that appeals are decided at duly noticed public hearings, and that BOA issues timely decisions to uphold, overrule or modify departmental decisions.

CUSTOMER SERVICE strives to create a fair and impartial forum within which appeals may be considered and decided. It adheres to the legal requirements surrounding the processing of appeals, and provides notification of public hearings on appeals. Information about the appeal process is available through a variety of means, including on the department's website, in its offices and at Department

meetings in City Hall. Written materials are available in English, Spanish and Chinese and department staff members are available to assist limited English speaking customers in Spanish, Cantonese and Mandarin.

The benchmarks used by the Department to assess the quality of its customer service include clearly articulated timelines for assigning hearing dates, established briefing schedules, and hearing protocols that create a fair and accessible process allowing all parties an equal opportunity to present their case. To ensure the appeals process is carried out in a timely manner, the BOA also benchmarks the speed with which the Department makes its determinations and how quickly written decisions are issued.

For more information, call (415) 575-6880 or 311; or visit www.sfgov.org/boa

BUDGET DATA SUMMARY

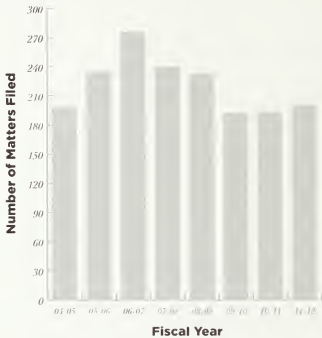
	2010-2011 Actual	2011-2012 Budget	2012-2013 Proposed	Change from 2011-2012	2013-2014 Proposed	Change from 2012-2013
Total Expenditures	839,005	925,289	932,443	7,154	942,085	9,642
Total FTE	5	5	5	0	5	0

BUDGET ISSUES AND DETAILS

The Fiscal Year (FY) 2012-13 proposed budget of \$0.9 million for the BOA is roughly equal to the FY 2011-12 budget. The Department increased expected revenue, and decreased expenses to offset increased costs for labor and technology support.

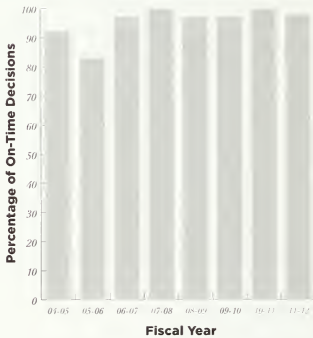
The FY 2013-14 proposed budget of \$0.9 million for the BOA is roughly equal to the FY 2012-13 budget. There are no significant changes to the Department's budget in either year.

Number of Appeals Filed



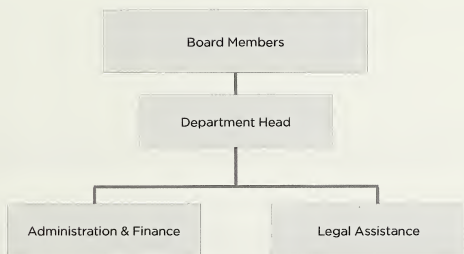
The number of appeals filed has fluctuated with the economy. In FY 2011-12, appeals filed were back to their 2004 level.

Percentage of On-Time Decisions



98 percent of the time the Department released written decisions within 15 days of final action in FY 2011-12.

Board of Appeals



TOTAL BUDGET – HISTORICAL COMPARISON

	2010-11	2011-12	2012-2013		2013-2014	
	Actual	Original Budget	Proposed Budget	Chg From 2011-12	Proposed Budget	Chg 12-13

AUTHORIZED POSITIONS

Total Authorized	5.00	5.00	5.00	0.00	5.00	0.00
Net Operating Positions	5.00	5.00	5.00	0.00	5.00	0.00

SOURCES

Charges for Services	839,005	925,289	932,443	7,154	942,085	9,642
Sources Total	839,005	925,289	932,443	7,154	942,085	9,642

USES - OPERATING EXPENDITURES

Salaries & Wages	359,204	380,259	399,374	19,115	406,843	7,469
Fringe Benefits	198,480	210,467	216,758	6,291	229,142	12,384
Overhead	45,121	0	6,723	6,723	6,723	0
Professional & Contractual Services	25,850	47,192	74,192	27,000	74,192	0
Materials & Supplies	3,133	9,398	9,398	0	9,398	0
Services of Other Departments	207,217	277,973	225,998	(51,975)	215,787	(10,211)
Uses - Operating Expenditures Total	839,005	925,289	932,443	7,154	942,085	9,642

USES BY PROGRAM RECAP

Appeals Processing	839,005	925,289	932,443	7,154	942,085	9,642
Uses by Program Recap Total	839,005	925,289	932,443	7,154	942,085	9,642

PERFORMANCE MEASURES

	2010-2011 Actual	2011-2012 Target	2011-2012 Projected	2012-2013 Target	2013-2014 Target
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APPEALS PROCESSING

Provide a fair and efficient administrative appeals process to the public

Percentage of cases decided within 75 days of filing	77%	70%	65%	65%	65%
Percentage of written decisions released within 15 days of final action	98%	97%	97%	97%	97%

Board of Supervisors

The Board of Supervisors (BOS or “Board”) is the legislative branch of government in the City and County of San Francisco. The Board of Supervisors responds to the needs of the people of San Francisco by establishing policies and adopting legislation. As provided in the City Charter, the Board of Supervisors provides for the public’s access to government meetings, documents, and records. The Board of Supervisors also strives to provide excellent customer service and efficient and fast response to the public.

SERVICES

The Board of Supervisors provides services through the following divisions:

THE BOARD OF SUPERVISORS is comprised of eleven elected members who are responsible for adopting the City’s budget, appropriating funds, approving City laws, and establishing policies and procedures to improve the overall quality of life in San Francisco.

THE CLERK OF THE BOARD is the steward of the legislative record and manages the Department as well as the below listed units.

ASSESSMENT APPEALS BOARD adjudicates disputes between the Office of the Assessor-Recorder and property owners. It equalizes the valuation of the taxable property within the City for the purpose of taxation.

BUDGET AND LEGISLATIVE ANALYST provides fiscal and policy analyses, special studies and management audit reports on City departments and programs for the BOS.

LOCAL AGENCY FORMATION COMMISSION (LAFCO) reviews and approves jurisdictional boundary changes. LAFCo plays an advisory role for the Community Choice Aggregation energy program.

SUNSHINE ORDINANCE TASK FORCE advises the BOS, and provides information to other City departments, on appropriate ways to implement the Sunshine Ordinance in order to ensure that deliberations of commissions, boards, councils and other agencies of the City are conducted before the people, and that City operations are open to the public’s review.

YOUTH COMMISSION is a body of 17 San Franciscans between the ages of 12 and 23 responsible for advising the BOS and the Mayor on policies and laws related to young people.

For more information, call (415) 554-5184 or 311; or visit www.sfbos.org

BUDGET DATA SUMMARY

	2010-2011 Actual	2011-2012 Budget	2012-2013 Proposed	Change from 2011-2012	2013-2014 Proposed	Change from 2012-2013
Total Expenditures	10,691,055	10,793,744	11,384,382	590,638	11,371,505	(12,877)
Total FTE	62	63	63	1	63	0

BUDGET ISSUES AND DETAILS

The Fiscal Year (FY) 2012-13 proposed budget of \$11.4 million for the BOS is \$0.6 million, or 5.5 percent, higher than the FY 2011-12 budget of \$10.8 million. A significant portion of this increase is due to increases in salary and fringe benefits costs.

The FY 2013-14 proposed budget for the BOS is roughly equal to the FY 2012-13 budget of \$11.4 million.

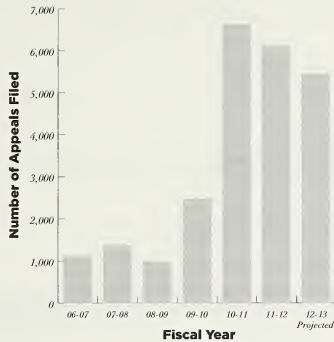
BUDGET CONSTRAINTS

The City Charter requires the BOS to provide direct services that support open and participatory government. The BOS is unable to reduce Charter-mandated programs or positions. Mandated positions and services include board members, board aides, the clerk of the Board, the Assessment Appeals Board, the Sunshine Ordinance Task Force, the Youth Commission, committee clerks, the Comprehensive Annual Financial Report (CAFR), official advertising, and budget and legislative analysis.

MORE RESPONSIVE AND EFFECTIVE GOVERNMENT

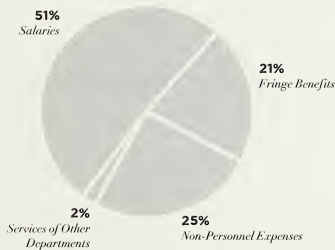
In FY 2012-13 and FY 2013-14, the Department will implement two projects that will result in a more responsive and effective government. The first project will be to update outdated and unsupported information technology systems, such as the Assessment Appeals Board appeals tracking system. This will be the first step in moving towards online appeals filing for customers. As part of this project, the BOS plans to work with other City departments to consolidate technological systems when possible, and to leverage existing programs and expertise. The second project will be to digitize and digitally archive the BOS's legislative record. Once digitized and archived, the Department will post San Francisco's legislative record online, providing the public access to the record both during and outside of regular business hours. This archiving will also safeguard the legislative record from loss in a disaster.

Appeals Filed



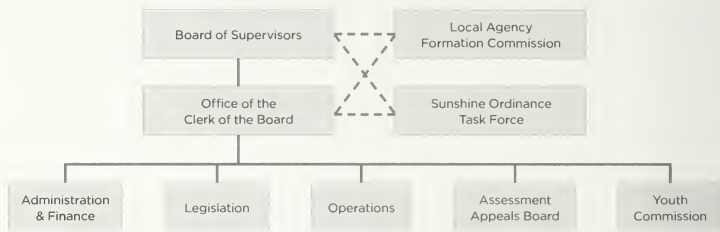
With the ongoing mortgage crisis, the Assessment Appeals Board has seen a dramatic increase in the number of appeals filed in the past three years.

FY 2012-13 Department Uses by Expenditure Type



72 percent of the Department's budget is spent on salaries and fringe benefits.

Board of Supervisors



TOTAL BUDGET HISTORICAL COMPARISON

	2010-11	2011-12	2012-2013		2013-2014	
	Actual	Original Budget	Proposed Budget	Chg From 2011-12	Proposed Budget	Chg From 2012-13

AUTHORIZED POSITIONS

Total Authorized	64.01	64.70	65.23	0.53	65.23	0.00
Non-operating Positions (cap/other)	(2.00)	(2.00)	(2.00)	0.00	(2.00)	0.00
Net Operating Positions	62.01	62.70	63.23	0.53	63.23	0.00

SOURCES

Charges for Services	425,944	390,250	465,250	75,000	435,250	(30,000)
Other Revenues	(3,780)	0	0	0	0	0
Expenditure Recovery	495,875	167,617	167,617	0	167,617	0
General Fund Support	9,773,016	10,235,877	10,751,515	515,638	10,768,638	17,123
Sources Total	10,691,055	10,793,744	11,384,382	590,638	11,371,505	(12,877)

USES - OPERATING EXPENDITURES

Salaries & Wages	5,515,192	5,478,969	5,685,928	206,959	5,783,978	98,050
Fringe Benefits	2,062,519	2,213,884	2,317,443	103,559	2,557,291	239,848
Professional & Contractual Services	2,893,710	2,815,235	3,075,585	260,350	2,725,585	(350,000)
Materials & Supplies	31,087	73,915	92,051	18,136	92,051	0
Equipment	0	7,088	0	(7,088)	0	0
Services of Other Departments	188,547	204,653	213,375	8,722	212,600	(775)
Uses - Operating Expenditures Total	10,691,055	10,793,744	11,384,382	590,638	11,371,505	(12,877)

USES BY PROGRAM RECAP

Board - Legislative Analysis	2,000,000	2,050,000	2,000,000	(50,000)	2,000,000	0
Board Of Supervisor	4,737,861	5,000,569	5,118,831	118,262	5,298,033	179,202
Children's Baseline	118,055	169,933	175,530	5,597	183,203	7,673
Clerk Of The Board	3,290,763	3,573,242	4,090,021	516,779	3,890,269	(199,752)
Local Agency Formation	544,376	0	0	0	0	0
Uses by Program Recap Total	10,691,055	10,793,744	11,384,382	590,638	11,371,505	(12,877)

PERFORMANCE MEASURES

	2010-2011 Actual	2011-2012 Target	2011-2012 Projected	2012-2013 Target	2013-2014 Target
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BOARD - LEGISLATIVE NOTICING REQUIREMENTS

Provide response and support to the Board, Committees, Commissions and Task Force, other department/agencies and general public on legislative or policy related matters.

Percentage of Board or Committee meeting agendas posted on website at least 72 hours prior to meeting	100%	100%	100%	100%	100%
Percentage of Board or Committee meeting agendas continued due to improper notice and/or missed publication within required timeframes	0.00%	0.00%	0.00%	0.00%	0.00%
Percentage of Board or Committee legislative items continued due to improper notice and/or missed publication within required timeframes	0.00%	0.00%	0.00%	0.00%	0.00%

CLERK OF THE BOARD

Provide response and support to the Board of Supervisors, Committee, Commissions, Task Force, other departments/agencies and general public on legislative or policy related matters.

Percentage of written, electronic public records and telephone requests answered within established time frame	88%	90%	90%	90%	90%
Customer service surveys	100%	85%	100%	85%	85%

Building Inspection

The Department of Building Inspection (DBI) safeguards the life and property of the citizens of San Francisco by enforcing the City's building, housing, plumbing, electrical and mechanical codes, and the disability access regulations.

SERVICES

The Department of Building Inspection provides services in the following areas:

PERMIT SERVICES is responsible for the collection of fees associated with permits, over-the-counter permit plan check and issuance, coordination of submitted permit applications, final approval, and technical services to ensure that proposed construction work meets all code safety requirements. This process is performed in a timely, professional, and courteous manner.

INSPECTION SERVICES is responsible for inspecting buildings, structures, and sites within the City for

compliance with applicable laws regulating construction, quality of materials, use of occupancy, location and maintenance.

ADMINISTRATIVE SERVICES consists of the Legislative/Public Affairs, Development Fee Collection Unit, Records Management, Financial Services, Management Information Services, Information Technology Project Management, and Personnel and Payroll Services.

For more information, call (415) 558-6088 or 311; or visit www.sfdbi.org

BUDGET DATA SUMMARY

	2010-2011 Actual	2011-2012 Budget	2012-2013 Proposed	Change from 2011-2012	2013-2014 Proposed	Change from 2012-2013
Total Expenditures	37,033,987	47,902,607	50,207,106	2,304,499	52,190,006	1,982,900
Total FTE	227	243	264	21	272	8

BUDGET ISSUES AND DETAILS

The Fiscal Year (FY) 2012-13 proposed budget of \$50.2 million for DBI is \$2.3 million, or 4.6 percent, higher than the FY 2011-12 budget of \$47.9 million. A significant portion of this increase is due to increased labor and overhead costs associated with increasing permit volumes and complexity. In addition, an increase in travel, training, and materials and supplies is included in the budget in order to provide staff trainings on new state laws regarding accessibility and updated building codes. A vehicle replacement program averaging 10 vehicles per year is also reinstated so that DBI can replace its vehicles on a 10-year cycle.

The FY 2013-14 proposed budget of \$52.2 million for DBI is \$2.0 million, or 3.8 percent, higher than the FY 2012-13 budget of \$50.2 million. This increase is due to increased labor and overhead costs associated with increasing permit volumes and complexity.

INCREASED DEMAND FOR DBI SERVICES

The Department's financial picture has improved significantly since the major downturn in the construction industry, which began in FY 2008-09. The FY 2011-12 year-end projection is 4.0 percent greater than the original budget due to the continued economic recovery. DBI is projecting a 4.0 percent growth in charges for services between the FY 2011-12 projected amounts and the FY 2012-13 estimates, as well as an additional 3.0 percent increase between FY 2012-13 and FY 2013-14. DBI needs to increase its staffing levels in order to meet this demand.

INCREASED STAFFING NEEDS

DBI is proposing an additional 27 positions in FY 2012-13 and six in FY 2013-14 to address the increased permit volume and complexities; to facilitate the timely processing of requests so that the City can continue to attract and retain jobs in the new "Innovation Corridor"; to enable the Department to adequately address the Ten-Year Capital Plan; and to make government more responsive and effective.

The new positions in FY 2012-13 include nine in Inspection Services, eight in Permit Services, and two in Administrative Services to address plan check and inspection needs. The new positions in FY 2013-14 include four in Inspection Services and two in Permit Services.

CUSTOMER SERVICE THROUGH CONVERSION OF RECORDS

DBI is moving forward with its conversion of records project to digitalize its current and historical records. This will shorten the time required to reproduce documents and satisfy records requests to City customers. DBI currently process 10,000 to 12,000 pages per month and has 1,200 rolls of 16mm microfilm and 3,500 rolls of 35mm microfilm dating back to the 1930s. Seven new positions are proposed for this project for indexing and quality control of the scanned documents produced by a vendor.

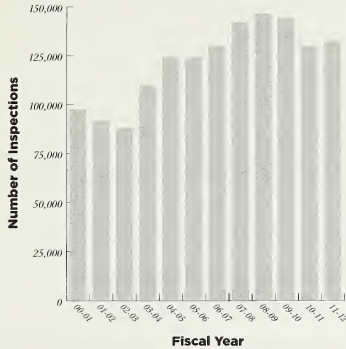
NEW REGULATIONS AND CODE UPDATES

State Law requires that certain DBI inspectors and engineers receive Certified Access Specialist Program (CASP) training. The International and State Building Codes are updated on a three-year cycle and training on the new codes is required in FY 2012-13 and FY 2013-14. The budget accounts for an increase in travel and training costs to accommodate the new training requirements. There is also a one-time \$148,000 increase in materials and supplies to cover the purchase of new code books. New books must be purchased with each code cycle.

OUTREACH PROGRAMS

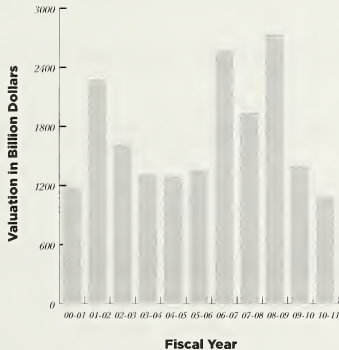
The budget includes a \$149,000 increase to community-based organizations for the Single Room Occupancy (SRO) Collaboratives and Code Enforcement Outreach Program (CEOP). non-profit contractors that was received during the RFP process in November 2011. The RFPs equalized the units of service, and respondents were asked to include the current cost of providing the service.

Inspections Performed



The number of inspections continues to be lower than in the past years due to a large number of permits being cancelled/withdrawn and staff shortages. The number of inspections has begun to increase as staff has been hired.

Construction Valuation of Issued Permits



The construction valuation for issued permits, exclusive of refunds, for FY 2010-11 was less than FY 2009-10. The valuation excludes large projects (such as the Transbay Terminal).

Building Inspection



TOTAL BUDGET HISTORICAL COMPARISON

	2010-11	2011-12	2012-2013		2013-2014	
	Actual	Original Budget	Proposed Budget	Chg From 2011-12	Proposed Budget	Chg From 2012-13

AUTHORIZED POSITIONS

Total Authorized	228.39	242.76	269.94	27.18	278.67	8.73
Non-operating Positions (cap/other)	(0.92)	0.00	(5.85)	(5.85)	(7.00)	(1.15)
Net Operating Positions	227.47	242.76	264.09	21.33	271.67	7.58

SOURCES

Licenses & Fines	6,730,014	6,562,601	6,760,674	198,073	6,964,689	204,015
Use of Money or Property	283,668	252,152	252,152	0	252,152	0
Charges for Services	40,193,557	40,681,161	42,766,517	2,085,356	44,545,402	1,778,885
Transfers In	2,002,270	4,086,938	1,096,385	(2,990,553)	261,165	(835,220)
Expenditure Recovery	117,016	169,755	190,825	21,070	190,825	0
Transfer Adjustments-Sources	(2,002,270)	(4,086,938)	(1,096,385)	2,990,553	(261,165)	835,220
Use of / (Deposit to) Fund Balance	(10,290,268)	236,938	236,938	0	236,938	0
Sources Total	37,033,987	47,902,607	50,207,106	2,304,499	52,190,006	1,982,900

USES - OPERATING EXPENDITURES

Salaries & Wages	19,738,667	22,349,014	25,739,320	3,390,306	27,125,220	1,385,900
Fringe Benefits	8,224,297	10,013,328	11,237,224	1,223,896	12,874,323	1,637,099
Overhead	0	742,252	742,252	0	742,252	0
Professional & Contractual Services	714,729	4,305,577	2,512,011	(1,793,566)	1,678,426	(833,585)
Aid Assistance / Grants	1,424,540	1,561,535	1,710,507	148,972	1,710,507	0
Materials & Supplies	491,228	912,496	662,048	(250,448)	506,511	(155,537)
Equipment	141,655	0	300,000	300,000	300,000	0
Services of Other Departments	5,954,073	7,018,405	7,303,744	285,339	7,252,767	(50,977)
Transfers Out	2,002,270	4,086,938	1,096,385	(2,990,553)	261,165	(835,220)
Transfer Adjustments-Uses	(2,002,270)	(4,086,938)	(1,096,385)	2,990,553	(261,165)	835,220
Uses - Operating Expenditures Total	36,689,189	46,902,607	50,207,106	3,304,499	52,190,006	1,982,900

USES - PROJECT EXPENDITURES

Capital Projects	344,798	1,000,000	0	(1,000,000)	0	0
Uses - Project Expenditures Total	344,798	1,000,000	0	(1,000,000)	0	0

USES BY PROGRAM RECAP

Administration/Support Services	7,933,425	14,998,293	12,805,193	(2,193,100)	12,574,589	(230,604)
Housing Inspection/Code Enforcement Svcs	6,548,857	7,672,711	8,448,348	775,637	8,912,212	463,864
Inspection Services	13,347,956	15,045,486	16,774,160	1,728,674	17,853,911	1,079,751
Plan Review Services	9,203,749	10,186,117	12,179,405	1,993,288	12,849,294	669,889
Uses by Program Recap Total	37,033,987	47,902,607	50,207,106	2,304,499	52,190,006	1,982,900

PERFORMANCE MEASURES

	2010-2011 Actual	2011-2012 Target	2011-2012 Projected	2012-2013 Target	2013-2014 Target
DBI - INSPECTION SERVICES					
Improve Code Enforcement					
Percentage of Life Hazards or Lack of Heat Complaints Responded to Within One Business Day	94%	100%	100%	100%	100%
Improve Construction Inspection Response Time					
Percentage of Customer-Requested Inspections Completed Within Two Business Days of Requested Date	97%	90%	90%	90%	90%
DBI - PLAN REVIEW SERVICES					
Improve Plan Review Turnaround Time					
Percentage of Site Permit Applications Reviewed Within 14 Calendar Days	68%	90%	90%	90%	90%

Child Support Services

The goal of the San Francisco Department of Child Support Services (CSS) is to empower parents to provide economic and medical support for their children, thereby contributing to the well-being of families and children.

SERVICES

The Department of Child Support Services provides services through the following divisions:

ADMINISTRATION provides policy direction and acts as the conduit to all federal, state, and local government agencies. This division ensures compliance with personnel management regulations and all related MOU labor contracts, as well as assures the fiscal integrity of the Department as it relates to reporting, record-keeping, and procurement.

CASE MANAGEMENT manages the Department's child support caseload and works with families to ensure that children are financially, medically, and emotionally supported. This division delivers direct services to clients through the provision of a variety of programs focused on the economic security of the family and the safety of the child.

LEGAL SERVICES provides both initial and on-going support to both parents in the areas of paternity establishment; location of parents; requests for child and medical support orders from the court; enforcement and modification of support orders; and the collection and distribution of child support.

ELECTRONIC DATA PROCESSING (EDP) SYSTEM TECHNOLOGY ensures system availability as a critical aspect to the management of client cases in an automated environment. Recognizing that system down time has a direct impact on the Department's ability to meet client needs efficiently, IT support is funded separately and distinct from the operational budget. The State provides distinct funding for the maintenance of the Child Support Enforcement Program (CSE) system.

For more information, call (415) 356-2700 or 311; or visit www.sfgov.org/DCSS

BUDGET DATA SUMMARY

	2010-2011 Actual	2011-2012 Budget	2012-2013 Proposed	Change from 2011-2012	2013-2014 Proposed	Change from 2012-2013
Total Expenditures	12,987,542	13,145,177	13,244,947	99,770	13,258,307	13,360
Total FTE	110	94	90	(4)	83	(8)

BUDGET ISSUES AND DETAILS

The Fiscal Year (FY) 2012-13 proposed budget of \$13.2 million for CSS is \$0.1 million, or 0.8 percent, higher than the FY 2011-12 budget of \$13.1 million. This increase is due to increased labor costs, which are partially offset by Department savings in materials and supplies.

The FY 2013-14 proposed budget of \$13.3 million for CSS is roughly the same as the FY 2012-13 budget. The Department is absorbing increased labor costs by implementing a more efficient organizational structure in its case management division.

IMPROVING ORGANIZATIONAL EFFICIENCY

In FY 2012-13 and FY 2013-14, CSS will continue to reduce program overhead costs while maintaining direct services. In the past three years, CSS's caseload declined by 24 percent. In response, the Department has been steadily decreasing its workforce through management restructuring and the reduction of vacant positions. CSS has realized additional cost savings by renegotiating pricing of professional services, rental leases, materials and supplies, and discretionary work orders, as well as by leveraging grant opportunities, which increases anticipated revenue. The Department is committed to keeping administrative, salary, and fringe benefits costs under 7.0 percent of overall child support program expenses.

REDUCING BARRIERS TO EMPLOYMENT

In collaboration with the San Francisco Office of Economic and Workforce Development, the San Francisco Human Services Agency, and Goodwill, CSS won an Enhanced Job Training Demonstration grant from the Department of Labor for Transitions SF. Transitions SF recruits and refers non-custodial parents who have been identified by CSS as either delinquent in child support payments or non-job ready to Goodwill for employment services. CSS anticipates that successful graduates of Transitions SF will move from subsidized employment to permanent employment, ultimately increasing their child support payments. CSS is also providing specialized, intensive services to Transitions SF participants to assist them in modifying child support orders, repaying arrears, and getting child support obligations in line with their income and ability to pay.

BRINGING SERVICES TO INCARCERATED PARENTS

CSS has established a formal relationship with the Sheriff's Department to provide onsite child support services to incarcerated parents. Between 2007 and 2011, the jail outreach initiative has identified 2,837 non-custodial parents whose whereabouts were previously unknown and whose overall debt owed is in excess of \$17.0 million. Reducing these arrears has been achieved by modifying current support obligations, enrolling eligible inmates in Department program opportunities upon their release, and addressing current balances through the Department's Compromise of Arrears Program.

REENTRY SERVICES FOR PARENTS

CSS has partnered with the Adult Probation Department to incorporate child support assessment and plans as part of the "probation plan" for post-release parents with open child support cases. Strategies include: the gradual re-introduction of realistic orders that are mindful of the instability many parents experience as they transition from incarceration; consolidation of out-of-county cases; paternity establishment; and timely modification of orders. This initiative reduces the negative impact that full child support enforcement may have on the successful reintegration of post-release parents.

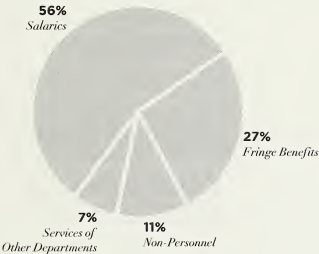
In addition, the Custodial and Noncustodial Parent Employment and Training Program (C-NET) supports parents who, after release from incarceration, struggle to pay child support and face considerable barriers to employment. C-NET requires parents to work cooperatively with employment readiness organizations affiliated with CSS, and to report regularly to CSS for review and consideration of child support. Service providers report weekly to CSS on parent progress as they move toward social stability and employment training. Through a partnership with Goodwill and Florence Crittenton, C-NET participants also receive peer support and counseling services, education on parenting skills and anger management, substance recovery support, employment assessment and training, and other needed stabilizing resources.

REDUCING FAMILY VIOLENCE

CSS developed the Family Violence Indicator (FVI) for case managers to flag cases of domestic violence where the enforcement of child support obligations may be dangerous. CSS is currently seeing unprecedented growth in its number of FVI-flagged cases. In response, CSS has identified and trained caseworkers and attorneys to

communicate effectively with victims and perpetrators of family violence, and to work with non-custodial parents to secure child support for the custodial parent safely. Custodial parents are educated on their rights and responsibilities within the child support program, parents needing employment assistance are referred to community partners, and the option of off-site court appearances are offered to both parents.

FY 2012-13 Department Uses by Expenditure Type



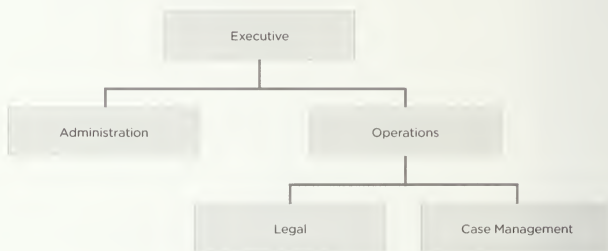
Over 80 percent of the Department's budget is spent on salaries and fringe benefits.

FY 2012-13 Department Uses by Service Area



Only 7.0 percent of the Department's FY 2012-13 budget is allocated to administration.

Child Support Services



TOTAL BUDGET HISTORICAL COMPARISON

	2010-11	2011-12	2012-2013		2013-2014	
	Actual	Original Budget	Proposed Budget	Chg From 2011-12	Proposed Budget	Chg From 2012-13

AUTHORIZED POSITIONS

Total Authorized	110.26	94.44	90.35	(4.09)	82.83	(7.52)
Net Operating Positions	110.26	94.44	90.35	(4.09)	82.83	(7.52)

SOURCES

Licenses & Fines	27,935	0	0	0	0	0
Use of Money or Property	14,821	0	0	0	0	0
Intergovernmental Revenue - Federal	8,552,100	8,675,775	8,543,216	(132,559)	8,547,188	3,972
Intergovernmental Revenue - State	4,405,626	4,469,402	4,301,299	(168,103)	4,301,299	0
Charges for Services	19,640	0	0	0	0	0
Expenditure Recovery	0	0	400,432	400,432	409,820	9,388
Use of / (Deposit to) Fund Balance	(32,580)	0	0	0	0	0
Sources Total	12,987,542	13,145,177	13,244,947	99,770	13,258,307	13,360

USES - OPERATING EXPENDITURES

Salaries & Wages	7,337,136	7,176,295	7,225,328	49,033	6,721,591	(503,737)
Fringe Benefits	3,840,868	3,400,284	3,777,458	377,174	4,192,066	414,608
Professional & Contractual Services	885,910	1,357,051	1,263,985	(93,066)	1,374,677	110,692
Materials & Supplies	112,877	282,776	101,711	(181,065)	96,669	(5,042)
Equipment	0	0	9,715	9,715	0	(9,715)
Services of Other Departments	810,751	928,771	866,750	(62,021)	873,304	6,554
Uses - Operating Expenditures Total	12,987,542	13,145,177	13,244,947	99,770	13,258,307	13,360

USES BY PROGRAM RECAP

Child Support Services Program	12,987,542	13,145,177	13,244,947	99,770	13,258,307	13,360
Uses by Program Recap Total	12,987,542	13,145,177	13,244,947	99,770	13,258,307	13,360

PERFORMANCE MEASURES

	2010-2011 Actual	2011-2012 Target	2011-2012 Projected	2012-2013 Target	2013-2014 Target
CHILD SUPPORT SERVICES PROGRAM					
Establish paternity for children born out of wedlock in the county					
Percentage of IV-D cases in San Francisco with paternity established for children in caseload born out of wedlock	87.6%	91.0%	91.0%	90.0%	90.0%
Establish child support orders					
San Francisco orders established as a percentage of cases needing an order	88.9%	88.0%	89.4%	89.4%	89.4%
Increase economic self-sufficiency of single parent families					
Amount of child support collected by SF DCSS annually, in millions	\$27.0	\$27.2	\$27.0	\$26.8	\$26.4
San Francisco current collections as a percentage of current support owed	71.1%	69.0%	70.9%	70.9%	70.9%
San Francisco cases with collections on arrears during the fiscal year as a percentage of all cases in San Francisco	65.0%	66.0%	70.6%	70.6%	70.6%
Provide effective services to clients					
Number of unemancipated children in San Francisco caseload	14,224	13,850	12,808	11,392	11,184

Children and Families Commission

The San Francisco Children and Families Commission (First 5) was established in 2000 as part of the statewide First 5 California movement to assist public agencies, non-profit organizations, and families in supporting early education, pediatric healthcare and family support.

SERVICES

First 5 provides services related to child development, family support, child health, and systems of care through the following divisions:

CHILD AND FAMILY SUPPORT promotes healthy, strong, nurturing families by supporting activities that: provide parents with increased resources and social support networks; encourages family literacy; and decreases the impact of risk factors in young children's homes. First 5 invests in health and mental health consultation services, including developmental screening and inclusion practices, to link more children to supportive services earlier in life.

PRESCHOOL FOR ALL promotes enhanced school readiness by supporting greater access to high quality early care and education for all of San Francisco's young children.

FINANCE AND BUDGET manages the administration of First 5 and coordinates with all divisions on short and long-term program needs.

PLANNING AND EVALUATION evaluates, coordinates, and aligns systems that directly affect young children and their families in order to holistically improve school readiness outcomes.

For more information, call (415) 934-4849 or 311; or visit www.first5sf.org

BUDGET DATA SUMMARY

	2010-2011 Actual	2011-2012 Budget	2012-2013 Proposed	Change from 2011-2012	2013-2014 Proposed	Change from 2012-2013
Total Expenditures	26,907,239	32,131,216	38,700,136	6,568,920	38,688,405	(11,731)
Total FTE	16	16	17	1	17	0

BUDGET ISSUES AND DETAILS

The Fiscal Year (FY) 2012-13 proposed budget of \$38.7 million for First 5 is \$6.6 million, or 20.6 percent, higher than the FY 2011-12 budget of \$32.1 million. This increase is primarily due to an increase in work order transfers from the Department of Children, Youth, and Their Families (DCYF) and the Human Services Agency (HSA) for a new joint RFP that First 5 is helping to administer, as well as increases to community-based organization services.

The FY 2013-14 proposed budget of \$38.7 million for First 5 is roughly the same as the FY 2012-13 budget.

In FY 2012-13 and FY 2013-14, First 5 continues to face declining revenue from their primary source: statewide tobacco tax revenue (Proposition 10). This decline is not unexpected, and the Department has created a sustainability plan and fund reserves to guide its funding decisions. To partially offset these declining revenues, First 5 will draw down its sustainability fund over time.

PARTNERING FOR SUSTAINED EFFECTIVENESS

First 5's 2012-2015 Strategic Plan is focused on promoting school readiness and school success, and engages many community and City partners to achieve these goals. Approximately 30 percent of First 5 funds are committed to joint funding child and family wellbeing initiatives with other City departments.

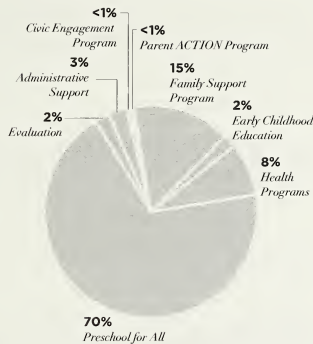
FY 2011-12 marked the third year of a three-year \$10.0 million initiative by First 5, HSA and DCYF to support neighborhood-based and population-focused family resource centers. These centers are in neighborhoods throughout the City with varying levels of service based on the needs of local families. Population-based family resource centers have a citywide focus on children and families who are homeless and under housed, recent immigrants, populations with special needs, Lesbian Gay Bisexual Transgender Queer Questioning and teen families, and families with children exposed to violence.

In FY 2012-13, First 5 will continue to contribute approximately \$18.2 million to jointly fund Early Care and Education Initiatives with DCYF and HSA. These efforts include funding for health screening and early childhood mental health consultation; childcare subsidies for low-income families with infants and toddlers; a variety of professional development and education attainment activities for teachers; and inclusion strategies for children with special needs.

PRESCHOOL FOR ALL (PFA)

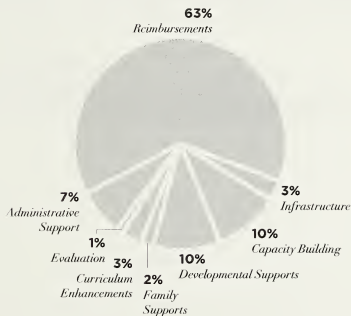
In addition to overseeing Proposition 10 dollars, First 5 is also responsible for implementing the City's Universal Preschool for All Program (PFA), which is funded by local General Fund revenues as part of Proposition H. The Department began the implementation of PFA in FY 2005-06 and expanded the program in FY 2008-09 to serve all neighborhoods. In FY 2012-13, the allocation for PFA will be \$15.5 million. The Department anticipates funding a half-day of free preschool for approximately 3,300 four-year-olds, and will continue to target children from low income families.

FY 2012-13 Department Uses by Service Area



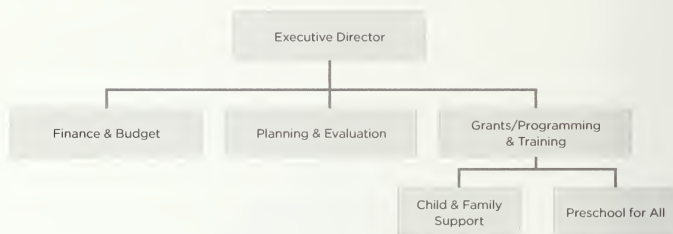
The majority of the Department's budget is spent on Preschool for All.

FY 2012-13 Preschool for All Funding by Service Area



Reimbursements to child care providers make up the majority of Preschool for All spending.

Children and Families Commission



TOTAL BUDGET HISTORICAL COMPARISON

	2010-11	2011-12	2012-2013		2013-2014	
	Actual	Original Budget	Proposed Budget	Chg From 2011-12	Proposed Budget	Chg From 2012-13
AUTHORIZED POSITIONS						
Total Authorized	16.33	16.11	16.74	0.63	16.74	0.00
Net Operating Positions	16.33	16.11	16.74	0.63	16.74	0.00
SOURCES						
Licenses & Fines	2,746	0	0	0	0	0
Use of Money or Property	397,380	225,432	187,416	(38,016)	161,267	(26,149)
Intergovernmental Revenue - State	8,745,756	8,478,593	9,092,376	613,783	8,919,309	(173,067)
Expenditure Recovery	7,854,596	7,927,191	8,778,503	851,312	8,662,823	(115,680)
Use of / (Deposit to) Fund Balance	(4,747,239)	0	3,003,841	3,003,841	2,662,006	(341,835)
General Fund Support	14,654,000	15,500,000	17,638,000	2,138,000	18,283,000	645,000
Sources Total	26,907,239	32,131,216	38,700,136	6,568,920	38,688,405	(11,731)
USES - OPERATING EXPENDITURES						
Salaries & Wages	496,549	1,239,262	1,480,820	241,558	1,512,740	31,920
Fringe Benefits	307,631	620,205	698,045	77,840	774,411	76,366
Professional & Contractual Services	793,901	750,115	1,572,439	822,324	1,443,894	(128,545)
Aid Assistance / Grants	20,731,644	23,313,628	30,515,128	7,201,500	30,515,128	0
Materials & Supplies	25,110	49,000	122,251	73,251	113,191	(9,060)
Services of Other Departments	4,552,404	6,159,006	4,311,453	(1,847,553)	4,329,041	17,588
Uses - Operating Expenditures Total	26,907,239	32,131,216	38,700,136	6,568,920	38,688,405	(11,731)
USES BY PROGRAM RECAP						
Children And Families Fund	15,251,817	16,347,584	19,367,356	3,019,772	19,327,494	(39,862)
Public Ed Fund - Prop H (March 2004)	11,655,422	15,783,632	19,332,780	3,549,148	19,360,911	28,131
Uses by Program Recap Total	26,907,239	32,131,216	38,700,136	6,568,920	38,688,405	(11,731)

PERFORMANCE MEASURES

	2010-2011 Actual	2011-2012 Target	2011-2012 Projected	2012-2013 Target	2013-2014 Target
CHILDREN AND FAMILIES FUND					
Ensure that San Francisco's children have adequate health care					
Number of children receiving vision, hearing, and/or dental screenings	5,461	3,000	4,000	4,000	4,000
Improve parents'/caregivers' ability to support their children's readiness for school					
Number of parents participating in a parent education workshop or class series	1,517	1,200	1,000	1,000	1,000
Number of children participating in school readiness activities and services	1,643	1,275	1,275	1,275	1,275
PUBLIC EDUCATION FUND - PROP H					
Increase access to high quality preschool					
Number of four-year olds enrolled in Preschool For All (PFA) program	2,933	3,200	3,200	3,300	3,300
Improve quality of preschool services					
Number of children screened for special needs	2,252	2,400	2,400	2,475	2,475
Increase preschool workforce development opportunities					
Number of Preschool For All (PFA) staff participating in PFA professional development activities	1,503	1,000	1,500	1,500	1,500

Children, Youth & Their Families



The mission of the Department of Children, Youth & Their Families (DCYF) is to ensure that families with children are a prominent and valued segment of San Francisco’s social fabric by supporting programs and activities in every neighborhood. DCYF takes a multi-faceted approach to accomplishing its mission, including strategic funding, program partnerships, policy innovation, and informing and engaging the public. DCYF funds and supports more than 400 programs in community-based organizations, schools, and City departments.

SERVICES

The Department of Children, Youth, & Their Families provides services through the following divisions:

GRANTS DIVISION manages grants and provides strategic planning and technical assistance to over 400 community based programs that provide: out-of-school time activities including academic support, recreation and enrichment; Youth Leadership, Empowerment and Development (Y-LEaD) including youth workforce development, health and wellness, and youth empowerment opportunities; family support; violence prevention and intervention services; targeted community based organization training and technical assistance; and program evaluation. In addition, DCYF funds citywide systems including Healthy Kids insurance, summer lunch/ snack programs, and SFKIDS.org (a parent resource website). These grants ensure that children and youth are healthy; ready to learn; succeeding in school; living in

safe, supported families and safe, supported and viable communities; and contributing to the development and vitality of San Francisco Services.

POLICY AND PLANNING DIVISION researches, evaluates, plans, and oversees implementation for the Department’s three-year Children’s Services Allocation Plan (CSAP), which outlines DCYF’s strategy for meeting its goals.

BUDGET AND OPERATIONS oversees the administration and finance of DCYF, and manages collaboration with other city departments to ensure the City as a whole is meeting the needs of its Children and Families.

For more information, call (415) 554-8990 or 311; or visit www.dcyf.org

BUDGET DATA SUMMARY

	2010-2011 Actual	2011-2012 Budget	2012-2013 Proposed	Change from 2011-2012	2013-2014 Proposed	Change from 2012-2013
Total Expenditures	112,030,847	123,948,120	122,071,942	(1,876,178)	124,067,194	1,995,252
Total FTE	32	32	33	1	34	1

BUDGET ISSUES AND DETAILS

The Fiscal Year (FY) 2012-13 proposed budget of \$122.1 million for DCYF is \$1.9 million, or 1.5 percent, lower than the FY 2011-12 budget of \$123.9 million. This decrease is due to the Department moving all early childcare and education funding and activities to the new Office on Early Care and Education.

The FY 2013-14 proposed budget of \$130.9 million for DCYF is \$2.8 million, or 2.2 percent, higher than the FY 2012-13 budget of \$128.1 million. This increase is due to an increase in Children's Fund revenues and SFUSD transfer funds. The revenue increase will be allocated to children, youth and family service providers, in addition to funding evaluation, technical assistance, and capacity building for community-based organizations.

COMPLETE CHILDREN'S SERVICES ALLOCATION PLAN (CSAP) CYCLE

FY 2012-13 is the final year of DCYF's 2010-2013 Children's Services Allocation Plan (CSAP). The CSAP targets resources to programs that meet the Department's primary goal of ensuring children and youth are ready to learn and are succeeding in school. In FY 2012-13, DCYF will fund the following services:

- Out of School Time (OST) – \$16.0 million will be allocated to academic enrichment, summer and recreation programs;
- Youth, Leadership and Development (Y-LEAD) – \$18.0 million will be allocated to youth workforce development, teen, transitional aged youth and health and wellness programs;
- Family Support (FS) – \$4.5 million will be allocated to family support services including family resource centers;
- Violence Prevention and Intervention (VPI) – \$11.0 million will be allocated to various programs including alternative education and case management;
- Citywide Systems Support (SS) – \$8.0 million will be allocated to citywide programs such as Healthy Kids San Francisco, SFKID.Org and Kindergarten to College.

IMPLEMENT NEW FUNDING CYCLE

FY 2013-14 marks the first year of a new three-year CSAP funding cycle. Funding levels for core services are currently being developed. DCYF's proposed 2013-2016 CSAP include the following funding priorities:

- Out of School Time (OST) – The Department proposes to increase funding for comprehensive afterschool and summer programming. These core services provide benefits to both youth and their working parents;
- Youth, Leadership and Development (Y-LEAD) – To

support the development of work readiness and 21st Century Skills, Career Awareness and School success, the Department proposes to increase resources to youth workforce development to meet the high demand for youth employment services.

NEW OFFICE ON EARLY CARE AND EDUCATION

The FY 2012-13 budget centralizes the administration of San Francisco's early care and education programs under a new, independent Office of Early Care and Education (OECE). Under the direction of the Mayor and with the joint leadership of the Department of Children, Youth and Their Families, First Five San Francisco, the Human Services Agency, and the San Francisco Unified School District, this new office will improve access to early care and education, improve early care and education workforce and build early care and education system capacity. This independent Office will rely on the Human Services Agency for back office functions such as accounting and human resources management. By consolidating services and using existing resources, the Office of Early Care and Education will maximize resources, improve policy coordination, and provide a single line of authority for the City's investments. This new independent office will build upon the successes of San Francisco's model programs to further streamline a high quality early care and education system.

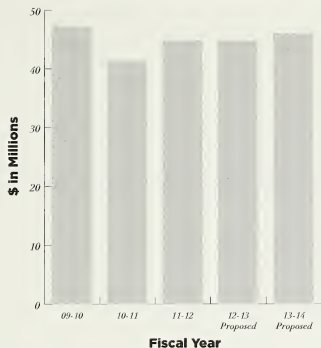
CONTINUE IMPROVING ACCOUNTABILITY AND SERVICE QUALITY

In FY 2011-12, DCYF began implementation of new quality assessment standards. Over the next two budget years, DCYF will continue to implement these standards. Additionally, the proposed FY 2012-13 and FY 2013-14 budget proposal includes approximately \$1.0 million in increased evaluation and technical assistance funding to work with our community based partners in improving service quality.

CONTINUE PARTNERING WITH PUBLIC SCHOOLS

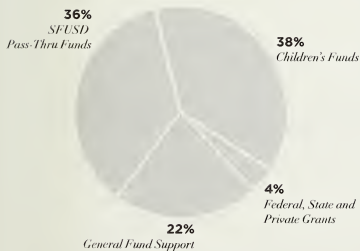
DCYF will continue to partner with SFUSD through a variety of programs. The Department's FY 2012-13 and FY 2013-14 budget proposal includes funds to continue to leverage OST programs with SFUSD state-funded afterschool programs in order to increase the number of afterschool slots. In addition, the Department will continue to fund work-based learning experiences to support high school completion. Finally, the budget includes funding for truancy prevention high-school wellness programs, elementary arts programs, and athletic programs.

Children's Fund Revenue FY 2009-10 through FY 2013-14



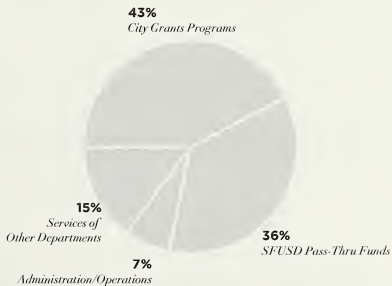
Children's Fund Revenue is projected to decrease slightly in FY 2012-13, then increase in FY 2013-14.

FY 2012-13 Department Sources



The Children's Fund is the Department's largest source of funds.

FY 2012-13 Department Uses



The Department's largest expenditure is grants to community-based organizations.

Children, Youth & Their Families



TOTAL BUDGET HISTORICAL COMPARISON

	2010-11	2011-12	2012-2013		2013-2014	
	Actual	Original Budget	Proposed Budget	Chg From 2011-12	Proposed Budget	Chg From 2012-13

AUTHORIZED POSITIONS

Total Authorized	32.41	33.05	34.38	1.33	35.07	0.69
Non-operating Positions (cap/other)	0.00	(1.00)	(1.00)	0.00	(1.00)	0.00
Net Operating Positions	32.41	32.05	33.38	1.33	34.07	0.69

SOURCES

Local Taxes	43,755,491	42,680,000	44,716,000	2,036,000	46,028,000	1,312,000
Licenses & Fines	12,930	0	0	0	0	0
Use of Money or Property	262,143	108,000	108,000	0	108,000	0
Intergovernmental Revenue - Federal	2,153,667	1,398,726	1,328,811	(69,915)	1,338,747	9,936
Intergovernmental Revenue - State	2,739,399	2,902,378	3,508,521	606,143	2,871,355	(637,166)
Charges for Services	377,427	0	0	0	0	0
Other Revenues	944,944	205,000	160,000	(45,000)	160,000	0
Transfers In	37,515,205	42,970,000	45,502,000	2,532,000	45,364,000	(138,000)
Expenditure Recovery	6,386,618	6,300,375	2,180,455	(4,119,920)	2,180,455	0
Transfer Adjustments-Sources	(2,998,000)	(2,960,000)	(3,345,000)	(385,000)	(3,465,000)	(120,000)
Use of / (Deposit to) Fund Balance	(4,771,277)	1,900,000	640,534	(1,259,466)	3,611,234	2,970,700
General Fund Support	25,652,300	28,443,641	27,272,621	(1,171,020)	25,870,403	(1,402,218)
Sources Total	112,030,847	123,948,120	122,071,942	(1,876,178)	124,067,194	1,995,252

USES - OPERATING EXPENDITURES

Salaries & Wages	2,430,476	2,767,500	3,113,373	345,873	3,243,285	129,912
Fringe Benefits	1,073,869	1,278,085	1,331,289	53,204	1,516,279	184,990
Professional / Contractual Services	798,529	570,275	2,179,865	1,609,590	2,757,043	577,178
Aid Assistance / Grants	90,898,267	98,006,192	91,794,708	(6,211,484)	92,992,942	1,198,234
Materials & Supplies	179,197	242,346	187,433	(54,913)	187,433	0
Equipment	1,971	0	0	0	0	0
Services of Other Departments	16,648,538	18,463,763	23,465,274	5,001,511	23,370,212	(95,062)
Transfers Out	2,998,000	2,960,000	3,345,000	385,000	3,465,000	120,000
Budgetary Reserves	0	2,619,959	0	(2,619,959)	0	0
Transfer Adjustments-Uses	(2,998,000)	(2,960,000)	(3,345,000)	(385,000)	(3,465,000)	(120,000)
Uses - Operating Expenditures Total	112,030,847	123,948,120	122,071,942	(1,876,178)	124,067,194	1,995,252

USES BY PROGRAM RECAP

Children's Baseline	28,545,160	33,621,480	32,934,086	(687,394)	32,214,050	(720,036)
Children's Fund Programs	39,547,086	45,055,727	45,404,534	348,807	49,567,234	4,162,700
Children's Svcs - Non - Children's Fund	11,552,512	11,450,671	6,138,880	(5,311,791)	5,815,565	(323,315)
Public Education Fund (Prop H)	26,436,000	28,600,000	31,137,000	2,537,000	31,004,000	(133,000)
Violence Prevention	5,950,089	5,220,242	6,457,442	1,237,200	5,466,345	(991,097)
Uses by Program Recap Total	112,030,847	123,948,120	122,071,942	(1,876,178)	124,067,194	1,995,252

PERFORMANCE MEASURES

	2010-2011 Actual	2011-2012 Target	2011-2012 Projected	2012-2013 Target	2013-2014 Target
CHILDREN'S FUND PROGRAMS					
Improve the availability and quality of DCYF-funded programs/services					
Percentage of Children's Fund grant recipients who fulfill their work plan objectives & meet minimum fiscal, organizational and program standards	60%	90%	90%	90%	90%
Number of children, youth, and their families participating in programs/services funded by the Children's Fund	50,468	45,000	50,000	50,000	50,000
Increase the availability and quality of out-of-school time programs					
Number of children and youth attending afterschool programs for five or more hours per week	8,013	7,600	7,600	7,700	7,700
Percentage of afterschool time program participants who report that there is an adult at the funded program who really cares about them	64%	85%	85%	85%	85%
Prepare San Francisco youth 14 to 17 years old for a productive future by helping them to develop the skills and competencies needed to succeed in school and work					
Number of 14 to 17 years old served by DCYF-funded YLEAD programs	10,435	7,860	10,000	10,000	10,000
Number of 14 to 17 year olds placed in a job (subsidized or unsubsidized), internship, or on-the-job training program	2,184	2,500	2,500	2,500	3,000
Percentage of youth in YWD programs who report developing education or career goals and learning the steps needed to achieve their goals	55%	75%	75%	75%	75%
Improve the outcomes of youth that have been identified as at-risk for poor social and educational outcomes					
Number of youth 14-24 years old in DCYF-funded case management program receiving case management services	780	500	800	800	800

City Attorney

The City Attorney's Office (CAT) provides legal services to the Mayor's Office, the Board of Supervisors, and to the many departments, boards and commissions that comprise the government of the City and County of San Francisco.

SERVICES

The City Attorney's Office provides legal services through the following divisions:

THE LITIGATION, CLAIMS AND INVESTIGATION DIVISION handles all claims and litigation filed against the City. The litigation team also prosecutes civil actions in which the City is a plaintiff. Trial attorneys handle matters as varied as enforcement of the City's building codes against slumlords and the prosecution of fraud and unfair competition actions against corporate defendants. The litigation team represents the City in 7,500 actions annually, ranging from personal injury and property damage to child custody, welfare fraud, breach of contract, and workers' compensation.

THE GOVERNMENT DIVISION acts as the City's general counsel. Attorneys in this division draft all municipal ordinances and contracts. They also advise officials and agencies on a wide range of legal issues. Their expertise covers every aspect of municipal government. Areas of specialization within the Government division include: Appellate Advocacy; Construction; Contracts and Intellectual Property; Environmental Protection; Finance

and Real Estate; Government Ethics; Health, Education and Social Services; Labor Relations; Public Utilities; Taxation; Telecommunications; and Transportation.

THE NEIGHBORHOOD AND COMMUNITY SERVICES DIVISION protects City residents, businesses and neighborhoods by aggressively enforcing San Francisco's building, health, and public safety codes; prepares annual reviews; and makes available to the public, a codification of ordinances of City ordinances.

THE ADMINISTRATIVE SERVICES DIVISION manages the operations of the Department. Division staff are responsible for secretarial, clerical, personnel, administrative, and information systems support including management of the law library and coordination of the in-house continuing legal education program. This division also handles special projects such as the coordination of the City's sexual harassment prevention workshops.

For more information, call (415) 554-4700 or 311; or visit www.sfcityattorney.org

BUDGET DATA SUMMARY

	2010-2011 Actual	2011-2012 Budget	2012-2013 Proposed	Change from 2011-2012	2013-2014 Proposed	Change from 2012-2013
Total Expenditures	74,175,207	64,989,866	67,842,320	2,852,454	70,926,609	3,084,289
Total FTE	300	299	304	5	304	0

BUDGET ISSUES AND DETAILS

The Fiscal Year (FY) 2012-13 proposed budget of \$67.8 million for the City Attorney's Office is \$2.9 million, or 4.5 percent, higher than the FY 2011-12 budget of \$65.0 million. A significant portion of this increase is due to an increase in salary and fringe benefits costs. In addition, the Department will conduct legal work previously done by the former Redevelopment Agency.

The FY 2013-14 proposed budget of \$70.9 million for the CAT is \$3.1 million, or 4.6 percent, higher than the FY 2012-13 budget of \$67.8 million. A significant portion of this increase is due to an increase in salary and fringe benefits costs.

AFFIRMATIVE LITIGATION PROGRAM

Since 1998, the Department's Affirmative Litigation Program has successfully advanced important public policy initiatives in San Francisco and across the United States, and has proven to be of critical importance to the protection of the health, social, and financial interests of San Francisco and its citizens. In collaboration with Yale University and the University of California at Berkeley Boalt Hall School of Law, the Department's Affirmative Litigation Working Group researches potential litigation and explores innovative public policy litigation strategies. For FY 2012-13 and FY 2013-14, the program will continue to focus on:

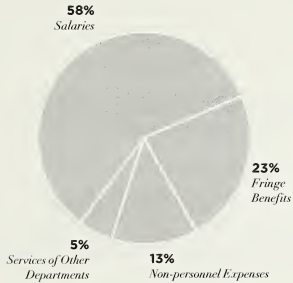
- The investigation and prosecution of public integrity cases to ensure the probity and transparency of the City's contracting and decision-making processes, and to seek damages where public funds have been misappropriated;
- The exposure and elimination of unscrupulous business practices, and the pursuit of restitution on behalf of consumers;
- The filing of anti-trust cases on behalf of the City to recover overcharges due to price fixing and other anti-trust violations;
- The filing of cases on behalf of the City to require federal and state agencies to fulfill their legal duties to protect the citizens of San Francisco.

PROTECTING SAN FRANCISCO'S RESIDENTS AND NEIGHBORHOODS

The Department's Neighborhood and Resident Protection team is responsible for the enforcement of municipal and state laws governing public nuisance. Over the course of the next two fiscal years, through a coordinated effort with relevant City agencies, the team will investigate complaints of public nuisance and, when appropriate, enforce the law to abate that nuisance through all necessary means, including litigation. Public nuisance actions usually result in substantial penalties and generate the recovery of attorneys' fees and costs. In light of the economic downturn, the team will continue to focus on the collection of outstanding judgments owed to the City.

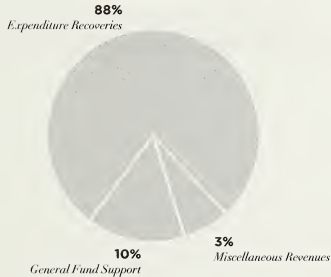
The Neighborhood and Resident Protection team will also continue to abate gang-related problems through the civil gang injunction. The Department now has four permanent and active injunctions in Bayview Hunters Point, the Mission, Visitacion Valley, and the Western Addition. The team cooperates with local, state and federal law enforcement to minimize gang-related violence in San Francisco. Neighborhoods in San Francisco that experience isolated instances of criminal activity may benefit from other legal options, such as drug abatement actions and unfair competition actions. The team works closely with the San Francisco Police Department to implement the most effective solutions to crimes and other undesirable activities throughout the City.

FY 2012-13 Department Uses



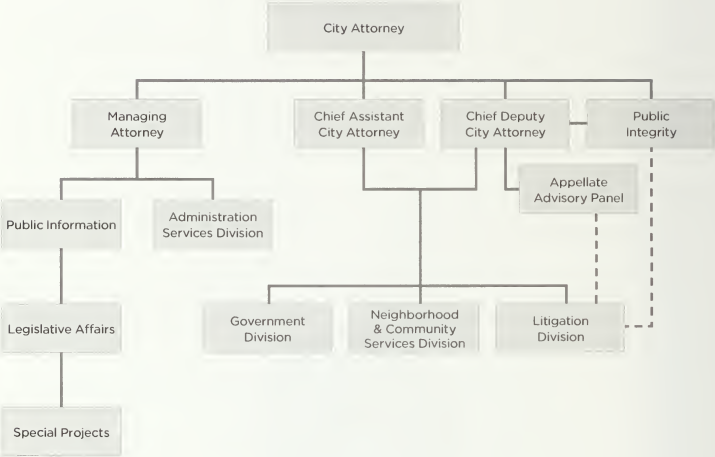
Over 80 percent of the Department's budget is spent on salary and fringe benefits costs.

FY 2012-13 Department Sources



The Department receives 78.0 percent of its revenue through payments from other City departments.

City Attorney



TOTAL BUDGET HISTORICAL COMPARISON

	2010-11	2011-12	2012-2013		2013-2014	
	Actual	Original Budget	Proposed Budget	Chg From 2011-12	Proposed Budget	Chg From 2012-13

AUTHORIZED POSITIONS

Total Authorized	300.21	299.29	304.16	4.87	304.16	0.00
Net Operating Positions	300.21	299.29	304.16	4.87	304.16	0.00

SOURCES

Licenses & Fines	0	2,600,000	1,836,578	(763,422)	1,836,578	0
Expenditure Recovery	57,609,828	57,160,689	59,469,158	2,308,469	59,246,575	(222,583)
Use of / (Deposit to) Fund Balance	9,393,427	0	0	0	0	0
General Fund Support	7,171,952	5,229,177	6,536,584	1,307,407	9,843,456	3,306,872
Sources Total	74,175,207	64,989,866	67,842,320	2,852,454	70,926,609	3,084,289

USES - OPERATING EXPENDITURES

Salaries & Wages	37,606,077	37,212,222	39,565,177	2,352,955	40,392,294	827,117
Fringe Benefits	12,975,311	15,028,377	15,885,966	857,589	17,690,714	1,804,748
Professional & Contractual Services	17,431,596	8,918,146	8,546,455	(371,691)	9,001,468	455,013
Materials & Supplies	112,870	132,441	132,441	0	132,441	0
Services of Other Departments	6,049,353	3,698,680	3,712,281	13,601	3,709,692	(2,589)
Uses - Operating Expenditures Total	74,175,207	64,989,866	67,842,320	2,852,454	70,926,609	3,084,289

USES BY PROGRAM RECAP

Administration	7,757,665	0	0	0	0	0
Claims	4,104,624	5,796,693	6,060,764	264,071	6,342,941	282,177
Legal Service	58,791,360	56,458,173	59,046,556	2,588,383	61,848,668	2,802,112
Legal Service-Paying Depts	2,735,000	2,735,000	2,735,000	0	2,735,000	0
Power Retail Services	786,558	0	0	0	0	0
Uses by Program Recap Total	74,175,207	64,989,866	67,842,320	2,852,454	70,926,609	3,084,289

PERFORMANCE MEASURES

	2010-2011 Actual	2011-2012 Target	2011-2012 Projected	2012-2013 Target	2013-2014 Target
CLAIMS					
Limit the financial liability of the City and County of San Francisco through the efficient management of personal injury and property damage claims					
Number of claims opened	3,193	2,841	2,841	2,850	2,850
Number of claims closed	3,206	2,991	2,991	3,000	3,000
Average number of days from claim filing to final disposition	47	150	76	150	150
Percent of claims denied	52%	50%	52%	52%	52%
Percent of claims settled	48%	47%	48%	48%	48%
LEGAL SERVICE					
Draft legislation, at the request of the Board of Supervisors, which expresses the desired policies of the City and County of San Francisco and is legally valid					
Number of pieces of legislation drafted	221	283	283	300	300
Number of Board-generated work assignments	111	293	266	266	266
Provide legal services to client departments which meet client expectations for quality					
Percent of client departments who consider the overall service of the Office to be of high quality	90%	90%	90%	90%	90%
LEGAL SERVICE-PAYING DEPTS					
Represent the City and County of San Francisco in civil litigation of critical importance to the welfare of the citizens of San Francisco, and the administration of local government					
Number of tort litigation cases opened	492	456	456	460	460

City Planning

The City Planning Department (CPC) promotes the orderly, harmonious use of land and improved quality of life for our diverse community and future generations.

SERVICES

The City Planning Department provides services through the following divisions:

CITYWIDE PLANNING maintains the City's General Plan, prepares neighborhood plans, and develops planning code controls and other regulations that implement the General Plan.

CURRENT PLANNING reviews project applications, provides public information, and implements historic preservation programs.

ENVIRONMENTAL PLANNING prepares state and federally mandated environmental review documents for the City.

ZONING ADMINISTRATION AND COMPLIANCE administers, interprets, and enforces the City's Planning Code.

ADMINISTRATION includes the Director's Office, Commission functions, and the Chief Administrative Officer functions, which support department-wide services. These include information technology, finance, legislative affairs, communications, personnel and training, and special projects such as the integrated permit and project tracking system.

For more information, call (415) 558-6378 or 311; or visit www.sf-planning.org

BUDGET DATA SUMMARY

	2010-2011 Actual	2011-2012 Budget	2012-2013 Proposed	Change from 2011-2012	2013-2014 Proposed	Change from 2012-2013
Total Expenditures	23,015,244	24,604,398	30,660,752	6,056,354	28,224,069	(2,436,683)
Total FTE	146	151	153	2	152	0

BUDGET ISSUES AND DETAILS

The Fiscal Year (FY) 2012-13 proposed budget of \$30.7 million for the Department is \$6.1 million, or 19.9 percent, higher than the FY 2011-12 budget of \$24.6 million. A significant portion of this increase is due to expected increases in the number of permits, case volume, and the automatic indexing of the Department's fees, which generates more revenue. This revenue will cover the Department's additional expenses associated with rising salary and fringe benefits costs. In addition, the Department anticipates grant revenue will increase by 1.7 percent in FY 2012-13 to \$1.5 million. Furthermore, the General Fund is providing additional funds for priority projects in FY 2012-13, such as the Transportation Sustainability Program environmental review.

The FY 2013-14 proposed budget of \$28.2 million for the Department is \$2.4 million, or 7.8 percent, lower than the FY 2012-13 budget of \$30.7 million. The Department expects continued increases due to the number of permits, case volume, and the automatic indexing of the Department's fees, similar to the expected increases in FY 2012-13; however, the overall budget decreases compared to FY 2012-13, the result of completing various one-time projects.

PERMIT AND CASE VOLUME TRENDS

The Department's volume of applications, which includes building permits requiring planning review and all other planning cases (i.e. conditional use, variance, and other applications), has stabilized over the past four fiscal years. In FY 2008-09, the Department experienced a significant decline in permit and application volume of approximately 18 percent from FY 2007-08 during the economic recession. This represented the most significant decline in volume over the prior eight fiscal years. In FY 2011-12, permit and case volume is anticipated to be slightly higher compared to the prior year with the ramping up of some cases, particularly large Environmental Review cases. The Department anticipates building permit and case volume to increase by 3 percent in FY 2012-13 and FY 2013-14. In addition, in FY 2013-14 the Department plans to implement the recommendations of a Comprehensive Fee Study, an effort to reevaluate the Department's fees to ensure appropriate cost recovery and the equitable setting of fees across all fee types.

One significant change in the Department's budget is an increase in staffing to ensure the timely review of projects requiring departmental approvals. Two new planners, funded by project fees, will focus on supporting the proposed Golden State Warriors move to Pier 30-32. Additionally, two new planners will help ensure that both public and private projects requiring environmental review do not encounter delays.

NEIGHBORHOOD INITIATIVES

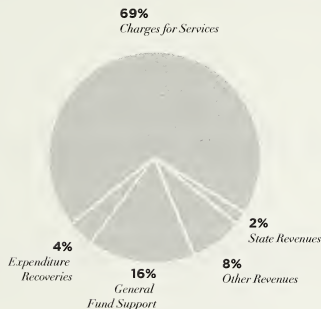
The Department will invest resources in neighborhood initiatives including (1) the Better Neighborhoods Program, which will initiate a dialogue with neighborhoods that are seeking to strengthen their communities through policy, public realm, and economic development; (2) the Central Subway Downtown Corridor Plan, which will propose changes to the allowed land uses and building heights, and will include a strategy for improving the pedestrian experience in this area in association with the coming Central Subway; and (3) the Civic Center Sustainable Resource District, which the Department hopes to expand into a full public realm plan that enhances the pedestrian realm, creates a unique sense of place, and demonstrates how a sustainable city can meet ambitious water efficiency and renewable energy goals.

To support the City's new Invest in Neighborhoods initiative, which is being led by the Office of Economic and Workforce Development, the Planning Department will direct existing resources, as well as a new 0.6 FTE of staff time, toward this key initiative. The Department will be involved in assessing neighborhood commercial corridors on different socioeconomic criteria, as well as participating in targeted interventions to support these corridors' economic success. Specifically, the Department's role will include providing zoning changes, development feasibility analyses, and offering urban design recommendations along many corridors. The Department may do more comprehensive planning in a few key corridors requiring particular attention. Furthermore, the Department will provide additional support to the Central Market area through its participation as part of the City's Better Market Street team.

TRANSPORTATION INITIATIVES

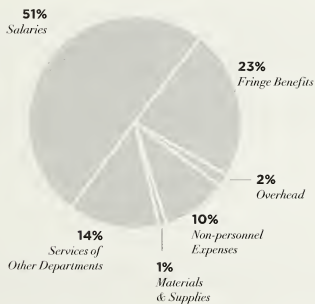
The Department will also invest resources in reliable public transit and transportation initiatives, including (1) completing the Environmental Impact Report (EIR) for the Transit Effectiveness Project (TEP), and (2) in collaboration with the Municipal Transportation Agency, Transportation Authority, and the Office of Economic and Workforce Development, the Department will continue work on the EIR for the Transportation Sustainability Program, which will enable new development and alleviate its burden on citywide transit performance by funding categories of transportation projects shown to directly offset the impacts of growth from new development.

FY 2012-13 Department Sources



The Department's General Fund Support increased in FY 2012-13 due to spending on projects like the Transportation Sustainability Project and the Permit & Project Tracking System.

FY 2012-13 Department Operating Expenditures



74 percent of the Department's expenditures go towards staff salaries and fringe benefits.

City Planning



TOTAL BUDGET HISTORICAL COMPARISON

	2010-11	2011-12	2012-2013		2013-2014	
	Actual	Original Budget	Proposed Budget	Chg From 2011-12	Proposed Budget	Chg From 2012-13

AUTHORIZED POSITIONS

Total Authorized	147.29	154.13	157.57	3.44	157.02	(0.55)
Non-operating Positions (cap/other)	(1.28)	(3.30)	(5.03)	(1.73)	(4.73)	0.30
Net Operating Positions	146.01	150.83	152.54	1.71	152.29	(0.25)

SOURCES

Intergovernmental Revenue - Federal	185,886	69,930	0	(69,930)	0	0
Intergovernmental Revenue - State	129,258	1,266,154	762,746	(503,408)	770,000	7,254
Charges for Services	18,128,005	19,630,295	21,130,131	1,499,836	22,375,257	1,245,126
Other Revenues	311,662	112,000	2,544,423	2,432,423	349,263	(2,195,160)
Expenditure Recovery	1,810,597	1,620,709	1,216,771	(403,938)	861,418	(355,353)
Use of / (Deposit to) Fund Balance	1,053,902	0	0	0	0	0
General Fund Support	1,395,934	1,905,310	5,006,681	3,101,371	3,868,131	(1,138,550)
Sources Total	23,015,244	24,604,398	30,660,752	6,056,354	28,224,069	(2,436,683)

USES - OPERATING EXPENDITURES

Salaries & Wages	11,869,363	13,662,657	14,438,790	776,133	14,851,458	412,668
Fringe Benefits	4,700,517	6,156,878	6,523,974	367,096	7,299,597	775,623
Overhead	214,474	97,101	564,028	466,927	564,028	0
Professional & Contractual Services	981,168	1,150,150	2,694,169	1,544,019	1,372,596	(1,321,573)
Materials & Supplies	76,795	160,613	160,560	(53)	169,867	9,307
Equipment	0	11,140	110,743	99,603	60,740	(50,003)
Services of Other Departments	4,772,982	3,365,860	3,871,638	505,778	3,905,783	34,145
Transfers Out	190,524	0	0	0	0	0
Uses - Operating Expenditures Total	22,805,823	24,604,399	28,363,902	3,759,503	28,224,069	(139,833)

USES - PROJECT EXPENDITURES

Capital Projects	209,421	0	2,296,850	2,296,850	0	(2,296,850)
Uses - Project Expenditures Total	209,421	0	2,296,850	2,296,850	0	(2,296,850)

USES BY PROGRAM RECAP

Administration/Planning	7,715,185	7,643,600	9,928,716	2,285,116	9,727,478	(201,238)
Citywide Planning	4,467,273	4,095,107	6,866,859	2,771,752	4,542,850	(2,324,009)
Current Planning	7,772,393	7,361,946	7,159,972	(201,974)	7,885,871	725,899
Environmental Planning	3,060,393	4,099,077	5,136,999	1,037,922	4,425,236	(711,763)
Zoning Administration And Compliance	0	1,404,669	1,568,206	163,537	1,642,634	74,428
Uses by Program Recap Total	23,015,244	24,604,399	30,660,752	6,056,353	28,224,069	(2,436,683)

PERFORMANCE MEASURES

	2010-2011 Actual	2011-2012 Target	2011-2012 Projected	2012-2013 Target	2013-2014 Target
CITYWIDE PLANNING					
Perform timely and comprehensive review of projects.					
Percent of general plan referrals completed within 45 days	n/a	n/a	60%	90%	90%
Successfully program development impact fee revenue.					
Percent of projected development impact fee revenue for the following 2 fiscal years programmed by fiscal year end	n/a	n/a	92%	95%	95%
DEPARTMENT-WIDE/OTHER					
Perform timely review of legislation.					
Percentage of Ordinances initiated by an elected office that are reviewed by the Commission within 90 days or continued at the request of the elected official.	n/a	n/a	96%	85%	85%
Implement the new Permit & Project Tracking System (PPTS) in a timely manner.					
Percent completion of the Permit and Project Tracking System (PPTS) to be fully implemented for staff use by November of 2013	n/a	n/a	30%	100%	100%
Respond to information requests in a timely and professional manner.					
Percent of helpdesk requests resolved within 24 hours	n/a	n/a	75%	75%	75%
ENVIRONMENTAL PLANNING					
Perform timely and comprehensive review of applications					
Percent of all environmental impact reports (EIRs) completed within 24 months	n/a	n/a	75%	75%	75%
Percent of Negative Declarations (Neg Decs), Class 32s, Community Plan Exemptions (CPEs), and Addenda completed within 9 months	n/a	n/a	75%	75%	75%
Percentage of categorical exemptions reviewed within 45 days	38%	50%	85%	75%	75%
ZONING ADMIN & COMPLIANCE					
Effectively compel compliance for cases in violation.					
Percent of complaints where enforcement proceedings have been initiated within 30 business days of complaint filing	n/a	n/a	96%	95%	95%

n/a: The Department has recently updated its performance measures; thus, data from past fiscal years does not exist.

Civil Service Commission

The Civil Service Commission (CSC) establishes, ensures and maintains an equitable and credible merit system for public service employment for the citizens of San Francisco, and strives to consistently provide the best-qualified candidates for public service in a timely and cost-effective manner.

SERVICES

The Civil Service Commission provides services in the following areas:

GENERAL DIVISION establishes rules, policies and procedures to carry out the civil service merit system for public service employment; administers appeals and requests for hearings on the decisions of the Human Resources Director and the Municipal Transportation Agency's Director of Transportation; monitors the operation of the merit system through inspection services and audits; conducts surveys; sets salaries for elected

officials; and administers the City's Employee Relations Ordinance.

TRAINING, EDUCATION, AND OUTREACH DIVISION educates the public on the Civil Service Commission's functions and services through publications and expanding information on its website; provides outreach, information and notification of the Catastrophic Illness Program and provides training and education about the merit system.

For more information, call (415) 252-3247 or 311; or visit www.sfgov.org/civil_service

BUDGET DATA SUMMARY

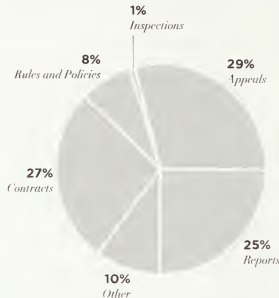
	2010-2011 Actual	2011-2012 Budget	2012-2013 Proposed	Change from 2011-2012	2013-2014 Proposed	Change from 2012-2013
Total Expenditures	824,272	824,261	858,926	34,665	893,182	34,256
Total FTE	6	6	6	0	6	0

BUDGET ISSUES AND DETAILS

The Fiscal Year (FY) 2012-13 proposed budget of \$0.9 million for the CSC is 4.2 percent higher than the FY 2011-12 budget of \$0.8 million. A significant portion of this increase is due to an increase in salary and fringe benefits costs.

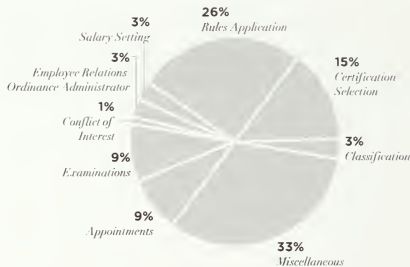
The FY 2013-14 proposed budget of \$0.9 million for the CSC is 2.1 percent higher than the FY 2012-13 budget of \$0.9 million. A significant portion of this increase is also due to an increase in salary and fringe benefits costs.

Matters Heard by the Civil Service Commission



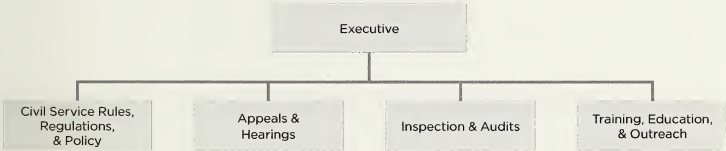
Approximately 29 percent of the cases heard by the Department are related to appeals.

Types of Inspection Requests



Over 25 percent of all inspection requests made to the Department are related to the application of City rules and regulations.

Civil Service Commission



TOTAL BUDGET – HISTORICAL COMPARISON

	2010-11	2011-12	2012-2013		2013-2014	
	Actual	Original Budget	Proposed Budget	Chg From 2011-12	Proposed Budget	Chg 12-13

AUTHORIZED POSITIONS

Total Authorized	5.76	5.70	5.70	0.00	5.70	0.00
Net Operating Positions	5.76	5.70	5.70	0.00	5.70	0.00

SOURCES

Charges for Services	898	0	0	0	0	0
Expenditure Recovery	310,000	310,000	310,000	0	310,000	0
General Fund Support	513,374	514,261	548,926	34,665	583,182	34,256
Sources Total	824,272	824,261	858,926	34,665	893,182	34,256

USES – OPERATING EXPENDITURES

Salaries & Wages	518,396	503,778	528,631	24,853	539,695	11,064
Fringe Benefits	202,178	206,412	215,471	9,059	238,793	23,322
Professional & Contractual Services	4,737	10,300	10,300	0	10,300	0
Materials & Supplies	1,509	3,395	3,395	0	3,395	0
Services of Other Departments	97,452	100,376	101,129	753	100,999	(130)
Uses – Operating Expenditures Total	824,272	824,261	858,926	34,665	893,182	34,256

USES BY PROGRAM RECAP

Civil Service Commission	824,272	824,261	858,926	34,665	893,182	34,256
Uses by Program Recap Total	824,272	824,261	858,926	34,665	893,182	34,256

PERFORMANCE MEASURES

	2010-2011 Actual	2011-2012 Target	2011-2012 Projected	2012-2013 Target	2013-2014 Target
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CIVIL SERVICE COMMISSION

Support Commission in resolving civil service issues

Percentage of appeals and requests for hearings processed within seven days	98%	100%	100%	100%	100%
Percentage of appeals forwarded and resolved by the Commission in the fiscal year	41%	65%	65%	65%	65%
The percentage of completed responses to Inspection Service requests within 60 days	95%	75%	75%	80%	80%
The number of merit system audits conducted and completed in the fiscal year	6	7	7	7	8

Controller



The mission of the Controller's Office (CON) is to ensure the City's financial integrity and promote efficient, effective and accountable government. The Controller's Office strives to be a model for good government and to make the City a better place to live and work.

SERVICES

As the Chief Fiscal Officer and Auditor for the City and County of San Francisco, the Controller's Office is responsible for the fiscal management and oversight of a \$7.3 billion budget, as well as the budgetary planning and monitoring of the receipt, collection and disbursement of City funds. The Controller's Office provides services through the following divisions:

ACCOUNTING OPERATIONS AND SYSTEMS controls the financial activities of the City, which includes the certification of funds for contracts, vendor payments, personnel requisitions, and the oversight of departmental expenditures to assess the overall fiscal condition of the City. The division is also responsible for production of the City's annual audited financial statements, and maintaining and managing the City's financial information systems.

BUDGET AND ANALYSIS provides fiscal management and oversight, budgetary planning and public policy analysis for the City's budget. The division implements and controls budgetary changes, balances revenues with expenditures, projects the mid-year and year-end financial condition of the City, and produces the Countywide Cost Allocation Plan (COWCAP). The Budget and Analysis Division also provides financial, budgetary, and economic information to a wide range of customers, including the Mayor, Board of Supervisors, City departments, rating agencies, community stakeholders, and the press.

CITY SERVICES AUDITOR conducts financial and performance audits of departments, agencies, concessions and contracts. The division has broad

authority for benchmarking, performance management and best practices. The division also oversees the City's Whistleblower Program.

ECONOMIC ANALYSIS reports on pending city legislation that has potentially substantial economic impacts on the City. The division analyzes proposed legislative and policy changes on attracting and retaining businesses, job creation, tax and fee revenues, and other matters relating to the overall economic health of the City.

EMERGE develops and manages the City's new and improved, web-based integrated Human Resources, Benefits Administration, and Payroll system services to the active, retired and future workforces.

PAYROLL/PERSONNEL SERVICES provides payroll services for over 26,000 City employees and ensures compliance with city, state and federal tax, wage, and hour regulations.

PUBLIC FINANCE issues and manages the City's General Fund debt obligations. It provides low-cost debt financing of large scale, long-term capital projects and improvements that produce social and economic benefits to the citizens of San Francisco, while balancing market and credit risk appropriate benefits, mitigations and controls. The City relies on the issuance of General Obligation bonds to leverage property tax receipts for voter-approved capital expenditures for construction and/or acquisition of improvements to real property.

For more information, call (415) 554-7500 or 311; or visit www.sfcontroller.org

BUDGET DATA SUMMARY

	2010-2011 Actual	2011-2012 Budget	2012-2013 Proposed	Change from 2011-2012	2013-2014 Proposed	Change from 2012-2013
Total Expenditures	34,889,661	38,125,626	38,854,732	729,106	40,079,630	1,224,898
Total FTE	194	201	199	(2)	198	(1)

BUDGET ISSUES AND DETAILS

The Fiscal Year (FY) 2012-13 proposed budget of \$38.9 million for the Controller's Office is \$0.7 million, or 1.5 percent, higher than FY 2011-12 budget of \$38.1 million. A significant portion of this increase is due to an increase in salary and fringe benefits.

The FY 2013-14 proposed budget of \$40.1 million for the Department is \$1.2 million, or 7.5 percent, higher than the FY 2012-13 budget of \$38.9 million. A significant portion of this increase is also due to an increase in salary and fringe benefits costs. However, the Department was able to reduce its need for General Fund support in FY 2013-14 through staffing efficiencies and work order recoveries.

TWO-YEAR BUDGET CYCLE AND FINANCIAL PLAN IMPLEMENTATION

In FY 2011-12, the budget system was adapted to support the City's two-year budget process and financial planning processes. Consistent with the Charter approved budget reform measure, all City departments are required to submit a two-year budget for FY 2012-13 and 2013-14. In addition to running the City's budget system, the Budget and Analysis staff provides training, analysis, and technical assistance to departments, the Mayor's Office, and the Board of Supervisors on the revenue and expenditures for prior, current, and future budgets.

EMERGE – NEW HUMAN RESOURCES, BENEFITS ADMINISTRATION AND PAYROLL SYSTEM

This consolidated citywide system will provide web-based, standardized functions for recruitment, hiring, position management, workforce and personnel administration, benefits administration, time and attendance reporting, payroll, project and labor distribution, credentialing of the workforce, and management of the disaster service worker program. Phase one implementation of eMerge will begin in early FY 2012-13 for the core components, including all human resource processing, payroll and benefits administration. Phase 2 will begin mid FY 2012-13, with roll-out of the City's new employee time reporting system, as well as significant reporting and self service functions, credentialing and disaster service worker implementation.

FINANCIAL SYSTEM REPLACEMENT PROJECT

In FY 2012-13, the Department will complete the initial scoping and analysis for a new financial system for the City. The current financial system was developed in the

mid-1970s as a mainframe-based legacy system that has been improved over the years with upgraded versions of the software. However, the core system cannot support additional enhancements and functionality that are needed to meet various financial requirements and financial reporting demands. After the scoping project is complete, the replacement of the City's financial system will be a multi-year project led by the Department and will include systems evaluation and selection, design, development, training, and implementation.

CITYWIDE FINANCIAL SYSTEMS RECOVERY PROJECT

In FY 2012-13, the Department, in partnership with the Department of Technology, will establish an offsite Disaster Recovery location for the City's core financial systems that will help enable continuity of operations. This site will provide secure, reliable, and redundant in-time disaster systems recovery for the City's financial, human resources, benefits administration, and payroll information.

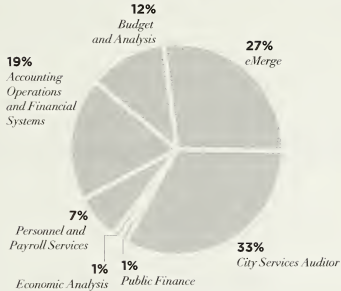
BUSINESS TAX ANALYSIS AND STUDY AND REVIEW OF THE CITY'S ECONOMIC DEVELOPMENT PLAN

In FY 2011-12, the Department's Budget and Analysis staff began research and analysis of the City's payroll tax, and other potential alternatives to the current business tax structure. The proposed budget for FY 2012-13 includes the continuation of one economic analyst who will assist the City's Chief Economist to complete the analysis and study, and provide options and recommendations to the Mayor and the Board of Supervisors for possible inclusion in the November 2012 ballot.

SAVINGS IN EXPENDITURES IN CITY SERVICES AUDITOR

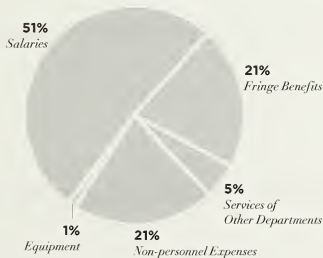
Due to the increased number of vacancies and slower than expected hiring, the City Services Auditor has incurred a cost savings in FY 2011-12 that will allow the division to budget a beginning fund balance, thus reducing the General Fund transfer to the Department in FY 2012-13. This savings has allowed the Department to meet its General Fund reduction target, without severely impacting the performance of other core services within the accounting, financial systems operations, budget and analysis, and payroll functions.

FY 2012-13 Department Uses by Service Area



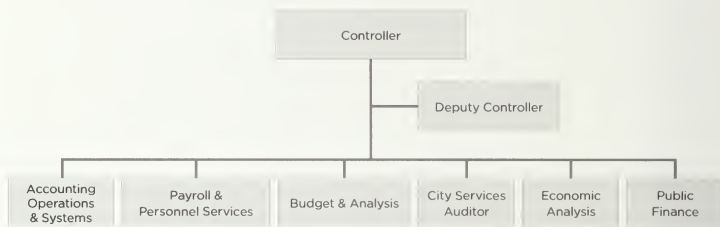
Project eMerge, currently making up 27.0 percent of the Department's budget, will provide improved Human Resources, Benefits, Administration, and Payroll services to the active, retired, and future workforce of the City through the implementation of a new integrated Human Capital Management system. Phase 1 of Project eMerge is anticipated to go live in July 2012.

FY 2012-13 Department Uses by Expenditure Type



Salaries and fringe benefits makes up more than almost two-thirds of the Department's expenditures.

Controller



TOTAL BUDGET HISTORICAL COMPARISON

	2010-11	2011-12	2012-2013		2013-2014	
	Actual	Original Budget	Proposed Budget	Chg From 2011-12	Proposed Budget	Chg From 2012-13

AUTHORIZED POSITIONS

Total Authorized	218.02	207.68	205.69	(1.99)	205.61	(0.08)
Non-operating Positions (cap/other)	(24.48)	(7.00)	(7.08)	(0.08)	(8.00)	(0.92)
Net Operating Positions	193.54	200.68	198.61	(2.07)	197.61	(1.00)

SOURCES

Local Taxes	37,294	36,360	36,360	0	36,360	0
Licenses & Fines	250,000	0	0	0	0	0
Charges for Services	352,199	365,826	365,826	0	365,826	0
Other Revenues	581,138	0	0	0	0	0
Transfers In	446,467	0	0	0	0	0
Expenditure Recovery	16,133,822	26,844,403	26,970,844	126,441	27,453,205	482,361
Transfer Adjustments-Sources	(446,467)	0	0	0	0	0
Use of / (Deposit to) Fund Balance	0	570,000	183,849	(386,151)	757,118	573,269
General Fund Support	17,535,208	10,309,037	11,297,853	988,816	11,467,121	169,268
Sources Total	34,889,661	38,125,626	38,854,732	729,106	40,079,630	1,224,898

USES - OPERATING EXPENDITURES

Salaries & Wages	17,881,087	18,952,977	19,740,617	787,640	20,039,980	299,363
Fringe Benefits	6,442,674	7,716,275	7,942,706	226,431	8,768,334	825,628
Professional & Contractual Services	8,240,345	8,310,954	7,890,239	(420,715)	8,183,323	293,084
Materials & Supplies	321,810	609,775	409,775	(200,000)	409,775	0
Equipment	0	638,748	296,565	(342,183)	100,000	(196,565)
Services of Other Departments	2,003,745	1,896,897	2,574,830	677,933	2,578,218	3,388
Transfers Out	446,467	0	0	0	0	0
Transfer Adjustments-Uses	(446,467)	0	0	0	0	0
Uses - Operating Expenditures Total	34,889,661	38,125,626	38,854,732	729,106	40,079,630	1,224,898

USES BY PROGRAM RECAP

Accounting Operations And Systems	6,406,267	7,121,553	7,471,238	349,685	7,764,072	292,834
City Services Auditor	8,849,550	12,144,435	12,363,860	219,425	13,205,825	841,965
Economic Analysis	269,973	418,467	442,997	24,530	458,733	15,736
Management, Budget And Analysis	3,688,063	4,216,269	5,058,625	842,356	4,738,963	(319,662)
Payroll And Personnel Services	15,200,728	13,704,221	12,962,964	(741,257)	13,334,215	371,251
Public Finance	475,080	520,681	555,048	34,367	577,822	22,774
Uses by Program Recap Total	34,889,661	38,125,626	38,854,732	729,106	40,079,630	1,224,898

PERFORMANCE MEASURES

	2010-2011 Actual	2011-2012 Target	2011-2012 Projected	2012-2013 Target	2013-2014 Target
ACCOUNTING OPERATIONS AND SYSTEMS					
Ensure that the City follows appropriate accounting procedures					
Number of findings of material weakness in annual City audit	0	0	0	0	0
Provide accurate, timely financial reporting					
City receives certificate of achievement for excellence in financial reporting from Government Finance Officers Association (1 equals yes)	1	1	1	1	1
CITY SERVICES AUDITOR					
Provide effective consulting and technical assistance to City departments to improve their operations					
Percentage of client ratings for technical assistance projects that are good or excellent	98%	95%	95%	93%	95%
ECONOMIC ANALYSIS					
Provide timely economic and operational analyses to inform legislation and management decisions					
Percentage of OEA economic impact reports completed by the hearing date	100%	100%	100%	100%	100%
MANAGEMENT, BUDGET AND ANALYSIS					
Provide accurate, timely information to support fiscal planning					
Percentage by which actual General Fund revenues vary from prior year revised budget estimates	0.88%	2.00%	6.12%	2.00%	2.00%
PAYROLL & PERSONNEL SERVICES					
Provide accurate, timely financial transactions					
Percentage of payroll transactions not requiring correction	99.2%	99.7%	99.7%	96.5%	97.0%
PUBLIC FINANCE					
Reduce the City's debt service costs through bond refinancings					
Present value savings from bond refinancings	\$17,000,000	\$5,000,000	\$5,000,000	\$5,000,000	\$5,000,000

County Education

Funding for support staff at the San Francisco Unified School District's (SFUSD) County Education Office is maintained in this submission, as legally required of counties under the California Constitution.

SERVICES

In Fiscal Year (FY) 2002-03, funding for programs and services at the County Education Office was diverted to the Department of Children, Youth and Their Families (DCYF), which administers the funds in conjunction with the SFUSD.

In FY 2012-13 and 2013-14, General Fund support for arts, music and athletics programs offered through the school district will remain constant.

In March 2004, voters approved Proposition H, creating a Public Education Enrichment Fund and requiring that

the City deposit gradually increasing amounts of funding each year to support programs at the Unified School District and First 5 San Francisco. The total funding obligation is \$52.9 million for FY 2012-13 and \$54.8 million for FY 2013-14. More detail about this program can be found in the department sections for Children and Families Commission (also known as First 5) and DCYF.

For more information, call (415) 241-6000; or visit www.sfusd.edu

BUDGET DATA SUMMARY

	2010-2011 Actual	2011-2012 Budget	2012-2013 Proposed	Change from 2011-2012	2013-2014 Proposed	Change from 2012-2013
Total Expenditures	77,593	116,026	109,523	(6,503)	108,492	(1,031)
Total FTE	1	1	0	(1)	0	0

TOTAL BUDGET – HISTORICAL COMPARISON

	2010-11	2011-12	2012-2013		2013-2014	
	Actual	Original Budget	Proposed Budget	Chg From 2011-12	Proposed Budget	Chg From 2012-13

AUTHORIZED POSITIONS

Total Authorized	10.99	10.99	0.00	(10.99)	0.00	0.00
Non-operating Positions (cap/other)	(10.00)	(10.00)	0.00	10.00	0.00	0.00
Net Operating Positions	0.99	0.99	0.00	(0.99)	0.00	0.00

SOURCES

Other Revenues	(145)	0	0	0	0	0
General Fund Support	77,738	116,026	109,523	(6,503)	108,492	(1,031)
Sources Total	77,593	116,026	109,523	(6,503)	108,492	(1,031)

USES - OPERATING EXPENDITURES

Salaries & Wages	56,179	91,817	(6,342)	(98,159)	(7,337)	(995)
Fringe Benefits	21,414	24,209	(135)	(24,344)	(171)	(36)
Aid Assistance / Grants	0	0	116,000	116,000	116,000	0
Uses - Operating Expenditures Total	77,593	116,026	109,523	(6,503)	108,492	(1,031)

USES BY PROGRAM RECAP

County Education Services	77,593	116,026	109,523	(6,503)	108,492	(1,031)
Uses by Program Recap Total	77,593	116,026	109,523	(6,503)	108,492	(1,031)

District Attorney

The mission of the San Francisco District Attorney's Office (DAT) is to work collaboratively with San Francisco's diverse communities and stakeholders to make the City safer by the use of best practices and criminal justice innovation. The Department investigates, charges, and prosecutes all criminal violations occurring within the City, as well as provides support services to victims of violent crimes.

SERVICES

The District Attorney provides services through the following departments/divisions:

THE GENERAL OPERATIONS DEPARTMENT is comprised of the Criminal Division and Victim Services Division. The Criminal Division investigates and prosecutes serious and violent felony offenses and misdemeanor crimes. The Victim Services Division provides support services, such as crisis intervention and court accompaniment, to over 4,000 victims of crime annually. General Operations also manages all alternative courts including Behavioral Health Court, Drug Court, Community Justice Center, Truancy Court, Back on Track, Community Courts as well as the Neighborhood Prosecutor initiative.

THE SPECIAL OPERATIONS DEPARTMENT is comprised of the White Collar Division, the Investigations Division, and the Brady, Appellate & Training Division. The White Collar Division investigates and prosecutes

a variety of specialized crimes. The Investigations Division is comprised of the sworn investigative branch of the office, conducts investigations, and provides law enforcement support to the Operations Department. The Brady, Appellate & Training Division is responsible for handling writs and appeals, specialized legal motions, and evaluating and responding to trial integrity issues.

SUPPORT SERVICES DEPARTMENT provides administrative, financial, litigation, information technology, and human resource support to the investigative, prosecutorial, and victim service divisions of the Department. Support services is also responsible for all the legal support functions of the Department, which include supervision of paralegals, the legal internship programs, the Charging Unit, Library Services, the Record Room, and general office reception.

For more information, call (415) 553-1751 or 311; or visit www.sfdistrictattorney.com

BUDGET DATA SUMMARY

	2010-2011 Actual	2011-2012 Budget	2012-2013 Proposed	Change from 2011-2012	2013-2014 Proposed	Change from 2012-2013
Total Expenditures	39,308,528	40,655,171	42,754,688	2,099,517	42,978,871	224,183
Total FTE	243	239	245	6	238	(7)

BUDGET ISSUES AND DETAILS

The Fiscal Year (FY) 2012-13 proposed budget of \$42.8 million for the District Attorney is \$2.1 million, or 5.2 percent, higher than the FY 2011-12 budget of \$40.7 million. A significant portion of this increase is due to the annualization of positions, and increases in staff salary and fringe benefits costs.

The FY 2013-14 proposed budget of \$43.0 million for the District Attorney is \$0.2 million, or roughly equal to the FY 2012-13 budget of \$42.8 million. This slight increase is due to higher salary and fringe costs offset by expenditure reductions.

DECLINING OUTSIDE FUNDING SUPPORTING PUBLIC SAFETY AND PROSECUTION

Of the proposed budget for FY 2012-13, only 14.0 percent is from non-General Fund sources. This low percentage represents a continual decline in available Non-General Fund revenue due to a trend of dwindling outside funding to support public safety/prosecution. In particular, this budget proposal reflects the reduction of the State Vertical Prosecution grant, the American Recovery Act Zone grant, and the Office of Violence Against Women Language Access grant. The District Attorney remains committed to seeking outside funding by working closely with various funders to identify opportunities for partnership. Just this year, the Department was awarded a federal Intellectual Properties grant, an Attorney General Mortgage Fraud Prosecution grant, and a Privacy and Piracy grant, also from the Office of the Attorney General. These grants represent the Department's continuous attempts to be responsive to new areas of crime.

HOMICIDE BACKLOG

The District Attorney dedicated more staff to help move along the oldest homicides and clear the homicide backlog. Over the past year, the Department moved numerous cases to trial or plea, clearing out over 53.0 percent of the homicide backlog. The Department will continue to work on clearing the backlog of these cases in FY 2012-13.

VICTIM SERVICES

Over the past year, the Victim Services Division took critical steps toward improving accessibility for victims in San Francisco. Specifically, the Department began holding Victim Advocate office hours in community settings in Bayview, Chinatown, and the Mission district. By redeploying existing staff, the Department brings much needed outreach and assistance to victims who may not otherwise venture to the Hall of Justice for assistance.

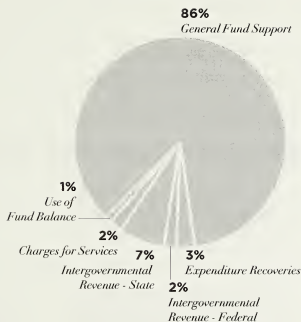
MORTGAGE AND INVESTMENT FRAUD

Mortgage and foreclosure fraud targets the City's most vulnerable homeowners, including the elderly and individuals with limited-English proficiency. Pursuing cases against these criminals requires intensive and detailed investigations, which take months to investigate and often twice as long to prosecute to completion. To handle these cases, the Department has leveraged U.S. Department of Justice funds to establish a Mortgage and Investment Unit. In FY 2012-13, the Department will augment this work with a grant from the California Attorney General's Office.

HIGH-TECHNOLOGY CRIMES

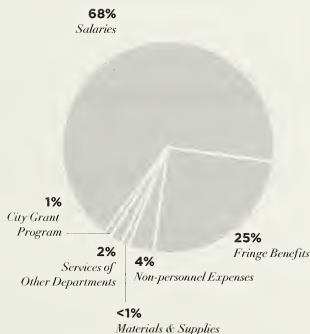
With computers, digital networks, and smartphones becoming more prevalent aspects of everyday life, the ways crimes are committed, and the ways they are investigated, have significantly changed in recent years. Last year, the Department successfully secured national and state funds to expand its capacity to investigate and prosecute cases involving high-technology evidence. In FY 2012-13, the High-Technology Unit will investigate high-tech crimes and act as a resource for all cases involving high-tech evidence.

FY 2012-13 Department Sources



Over 86 percent of the Department's revenue comes from the General Fund.

FY 2012-13 Department Uses



Over 90 percent of the Department's budget is used for staff salaries and fringe benefits costs.

District Attorney



TOTAL BUDGET HISTORICAL COMPARISON

	2010-11	2011-12	2012-2013		2013-2014	
	Actual	Original Budget	Proposed Budget	Chg From 2011-12	Proposed Budget	Chg From 2012-13

AUTHORIZED POSITIONS

Total Authorized	249.47	244.77	246.21	1.44	239.06	(7.15)
Non-operating Positions (cap/other)	(6.25)	(6.25)	(1.25)	5.00	(1.25)	0.00
Net Operating Positions	243.22	238.52	244.96	6.44	237.81	(7.15)

SOURCES

Licenses & Fines	303,000	1,025,000	0	(1,025,000)	0	0
Use of Money or Property	3,583	0	0	0	0	0
Intergovernmental Revenue - Federal	2,857,567	1,036,872	917,771	(119,101)	917,771	0
Intergovernmental Revenue - State	2,901,282	3,171,120	2,740,526	(430,594)	2,595,526	(145,000)
Charges for Services	369,257	706,279	670,279	(36,000)	670,279	0
Other Revenues	34,910	0	0	0	0	0
Expenditure Recovery	1,301,707	1,370,029	1,422,856	52,827	1,166,856	(256,000)
Use of / (Deposit to) Fund Balance	(8,827)	598,702	332,588	(266,114)	347,963	15,375
General Fund Support	31,546,049	32,747,172	36,670,668	3,923,496	37,280,476	609,808
Sources Total	39,308,528	40,655,174	42,754,688	2,099,514	42,978,871	224,183

USES - OPERATING EXPENDITURES

Salaries & Wages	27,359,589	27,289,370	28,860,718	1,571,348	28,474,027	(386,691)
Fringe Benefits	8,417,678	9,904,808	10,361,095	456,287	11,252,252	891,157
Overhead	111,325	9,431	40,928	31,497	0	(40,928)
Professional & Contractual Services	1,388,237	1,802,844	1,689,509	(113,335)	1,663,651	(25,858)
Aid Assistance / Grants	569,830	247,992	247,992	0	247,992	0
Materials & Supplies	358,617	414,944	185,132	(229,812)	176,882	(8,250)
Equipment	36,473	26,065	170,371	144,306	43,176	(127,195)
Services of Other Departments	1,056,040	959,717	1,198,943	239,226	1,120,891	(78,052)
Uses - Operating Expenditures Total	39,297,789	40,655,171	42,754,688	2,099,517	42,978,871	224,183

USES - PROJECT EXPENDITURES

Facilities Maintenance	10,739	0	0	0	0	0
Uses - Project Expenditures Total	10,739	0	0	0	0	0

USES BY PROGRAM RECAP

Administration - Criminal & Civil	1,138,351	1,822,906	2,030,382	207,476	2,043,593	13,211
Career Criminal Prosecution	674,356	963,088	1,002,495	39,407	1,046,325	43,830
Child Abduction	966,485	979,991	979,544	(447)	1,011,487	31,943
Family Violence Program	729,386	767,784	1,287,598	519,814	1,332,087	44,489
Felony Prosecution	21,911,809	23,021,431	24,466,391	1,444,960	24,709,274	242,883
Misdemeanor Prosecution	2,242,936	1,833,091	1,915,546	82,455	2,003,654	88,108
Support Services	4,704,789	5,784,859	6,197,334	412,475	6,358,053	160,719
Work Orders & Grants	6,940,416	5,482,021	4,875,398	(606,623)	4,474,398	(401,000)
Uses by Program Recap Total	39,308,528	40,655,171	42,754,688	2,099,517	42,978,871	224,183

PERFORMANCE MEASURES

	2010-2011 Actual	2011-2012 Target	2011-2012 Projected	2012-2013 Target	2013-2014 Target
FAMILY VIOLENCE PROGRAM					
Assist victims to recover in the aftermath of crime					
Number of victims provided with crisis intervention services	3,114	2,900	2,900	2,900	2,900
FELONY PROSECUTION					
Hold felony offenders accountable for their crimes					
Number of adult felony arrests reviewed	11,592	15,000	15,000	15,000	15,000
Number of adult felony arrests charged or handled by probation revocation	7,193	8,000	7,000	7,000	7,000
Average number of adult felony cases handled per felony trial attorney	110	100	100	100	100
Effectively prosecute homicide cases					
Average number of cases handled per attorney in the homicide unit	10	10	10	10	10
Maintain and increase specialized skills of investigators and prosecutors through training programs					
Number of enhanced trainings provided for attorneys and investigators	82	80	100	100	100

Economic & Workforce Development

The Office of Economic and Workforce Development (OEWD) provides citywide leadership on economic and workforce development initiatives; identifies key cluster sectors to target for workforce training and economic growth; maintains a system that integrates economic and workforce programs and services; supports small businesses; revitalizes and improves neighborhoods and local economic sustainability; and promotes San Francisco as a good place for business and investment.

SERVICES

The Office of Economic and Workforce Development provides services in the following areas/divisions:

THE BUSINESS ATTRACTION AND RETENTION DIVISION works to attract and retain businesses, with an emphasis on key industry clusters.

THE WORKFORCE DEVELOPMENT DIVISION provides overall strategic coordination for the City's workforce development system and implements job training programs in high-demand industries.

THE SMALL BUSINESS COMMISSION, OFFICE OF SMALL BUSINESS AND SMALL BUSINESS ASSISTANCE CENTER provide citywide policy direction on issues affecting small businesses and operate a One Stop Small Business Assistance Center that supports small businesses.

THE NEIGHBORHOOD COMMERCIAL DEVELOPMENT DIVISION facilitates the revitalization of commercial corridors in economically disadvantaged neighborhoods and creates Community Benefit Districts throughout the City. This division also provides oversight and technical assistance in support of a number of community-based efforts.

THE JOINT DEVELOPMENT DIVISION manages major public-private real estate development projects in order to maximize public benefits, including the development of affordable housing, economic activity, jobs, and open space.

THE FILM COMMISSION promotes San Francisco as a film destination to filmmakers and spurs additional City revenue and jobs by attracting and facilitating film productions.

THE INTERNATIONAL TRADE AND COMMERCE DIVISION increases international business opportunities in the City through direct international business attraction efforts, development of international government and non-governmental organization partnerships, and the expansion of infrastructure to facilitate increased international travel to San Francisco.

For more information, call (415) 554-6969 or 311; or visit www.oewd.org

BUDGET DATA SUMMARY

	2010-2011 Actual	2011-2012 Budget	2012-2013 Proposed	Change from 2011-2012	2013-2014 Proposed	Change from 2012-2013
Total Expenditures	17,983,779	32,510,310	46,048,425	13,538,115	38,167,350	(7,881,075)
Total FTE	59	65	76	12	79	2

BUDGET ISSUES

The Fiscal Year (FY) 2012-13 proposed budget of \$46.0 million for the Department is \$13.5 million, or 41.3 percent, greater than the FY 2011-12 budget of \$32.5 million. This increase is largely due to investment in the expansion and development of key strategies critical to the Mayor's 17-Point Jobs Plan. Additionally, the Department's budget contains capital funding supporting phase one of the Cruise Ship Terminal project in preparation for the 34th America's Cup.

The FY 2013-14 proposed budget of \$38.2 million for the Department is \$7.9 million, or 16.9 percent, lower than the FY 2012-13 budget of \$46.0 million. A significant portion of this decrease is due to removal of one-time capital funds from the Department's budget. In FY 2013-14, OEWD will continue to invest heavily in the implementation of the Mayor's 17-point Jobs Plan.

MAYOR LEE'S 17-POINT JOBS PLAN

In FY 2011-12, Mayor Lee released his 17-Point Jobs Plan, which serves as a key guiding policy framework for San Francisco's economy and is aimed at moving the City toward continued economic recovery. Supporting economic growth, job creation, job retention, and workforce development are core functions for OEWD, and the Department will play an important leadership role in implementing the Plan. The Mayor's Proposed Budget includes over \$6.0 million per year in support for these vital initiatives. In implementing the Plan, OEWD will also partner with, and leverage, existing Departmental efforts to support San Francisco's economy and workforce.

STRENGTHENING NEIGHBORHOODS

In FY 2012-13, OEWD will begin implementing the Invest in Neighborhoods initiative to improve the deployment of City resources and services in order to better meet the needs of over 20 neighborhood corridors. Neighborhoods selected for Invest in Neighborhoods will receive an initial corridor assessment, a point person at City Hall, the opportunity to apply for small project grants, and access to a range of other services aimed at strengthening neighborhood commercial corridors. Based on the findings of the initial assessment, customized interventions such as streetscape improvements, storefront enhancements, and business attraction activities will be deployed in each district. In neighborhoods demonstrating high need, opportunity for economic growth, and existing community capacity, the City will provide operational support for a community-based organization that will engage community stakeholders and help implement multiple customized interventions.

Additionally, the Department will launch its Improve Blighted Areas initiative, which focuses specifically on the Central Market and 6th Street areas. The program includes business attraction and retention activities, arts revitalization, and ongoing economic development planning. This focused program, together with Invest in Neighborhoods, helps to make up for the loss of neighborhood economic development support from the San Francisco Redevelopment Agency, a result of the State legislating the dissolution of all redevelopment agencies.

ATTRACTING AND GROWING JOBS

Over the next two fiscal years, the Department will continue the successful sector-based economic development initiatives focused on the tech, biotech, cleantech, manufacturing and other sectors identified as priorities in the San Francisco Economic Strategy. The Department will increase resources toward reviving local manufacturing by putting more resources into its "Made in San Francisco" initiative, including hiring a Business Development Manager dedicated to the manufacturing sector. Additionally, the Department will work closely with the Airport on the Expand Tourism and International Trade initiative. While a major part of this effort is to bring more international tourism dollars into the City, the Department will also increase its focus on the nightlife entertainment sector, and work to develop a strategy for promoting it.

INVESTING IN WORKFORCE PROGRAMS

During FY 2012-13 and FY 2013-14, the Department will continue to focus on responding to key industries that drive San Francisco's economy. OEWD bridges the gap between educational and vocational training institutions and industries, and provides San Francisco workers with access to quality employment opportunities. Specific programs include: CityBuild, Hospitality/Tourism, TechSF, Health Care, and TrainGreenSF.

The Department will also work to provide young adults and mid-career workers with invaluable connections to growth areas in the local labor market by leveraging public and private sector apprenticeship and internship opportunities, coupled with targeted skills training. Additionally, the OEWD will work closely with community-based organizations formerly supported by the San Francisco Redevelopment Agency's Jobs Readiness Initiative, providing them transitional grant funds and developing a new program in the second half of FY 2012-13. One additional area of increased focus will be

providing more support for job seekers interested in non-construction jobs covered under the City's First Source Hiring Program.

SUPPORTING SMALL BUSINESSES

The Department plans to implement a new initiative called the Job Squad in FY 2012-13. The Job Squad will be deployed as case managers into the City's neighborhoods and will provide proactive direct assistance, cut through red tape, and help small businesses navigate city processes.

In addition, over the next two years, OEWD will invest \$2.0 million each year in the Small Business New Jobs Investment Fund. These monies will support loan programs for small businesses, building upon the \$1.0 million invested into the revolving loan fund in FY 2011-12.

The Office of Small Business will also continue to educate small businesses on their obligations related to State and Federal disability access laws to minimize the risk of lawsuit, highlight the importance of small local businesses to the San Francisco economy, and host Small Business Week in partnership with the private sector and the Federal Small Business Administration. San Francisco's Small Business Week is the largest small business week in the country.

IMPLEMENTING SAN FRANCISCO'S LOCAL HIRING POLICY

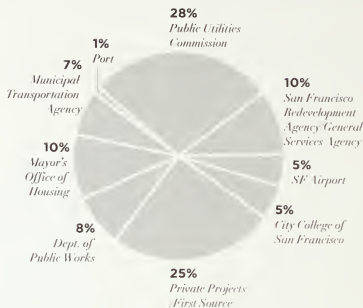
In the first year of the Local Hiring Policy, the mandatory local hiring requirement was 20 percent by trade. The Workforce Development Division has issued its "San

Francisco Local Hiring Policy for Construction 2011-2012 Annual Report," presenting department and project-level performance data and discussing workforce demographics. Between March 25, 2011 and March 1, 2012, the City successfully integrated the Policy into all 50 of the awarded projects that occurred under its guidelines. The preliminary findings for the 22 active Public Works Projects indicate that 34 percent of the total craft hours and 68 percent of the apprentice hours were performed by San Francisco Residents. The hiring requirements increased to 25 percent by trade on March 25, 2012.

PROMOTING FILMING IN SAN FRANCISCO

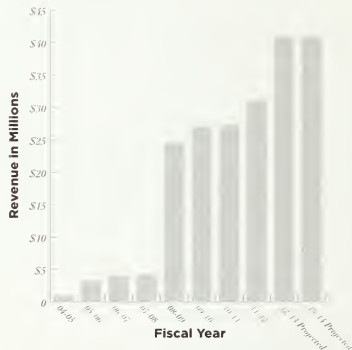
The Department's Scene in San Francisco Rebate Program attracted four feature films to San Francisco in 2011, including HBO's Hemingway & Gellhorn, starring Nicole Kidman and Clive Owens; Knife Fight, starring Rob Lowe; Cherry, starring James Franco and Heather Graham; and an animated production slated to be created over the next three years. All of these productions had a high rate of local hires. While the Scene in San Francisco Rebate Program was scheduled to expire in June 2012, legislation has since moved forward to continue this successful program. The Film Commission will also continue promoting its Vendor Discount Program, which offers local merchant discounts to visiting productions, as well as nurturing the production of local independent films through its SF Film Collective by providing affordable office space to emerging filmmakers and creative professionals with significant ties to San Francisco.

FY 2011-12 CityBuild Placements by Department



CityBuild provides workforce training and job placement services to San Francisco residents interested in pursuing a career in the construction industry.

Community Benefit District Assessment Revenue



In FY 2012-13, proposed new Community Benefit Districts include Embarcadero, Lower Polk, Rincon Hill, Broadway, and Tourism Improvement District II.

Economic & Workforce Development



TOTAL BUDGET – HISTORICAL COMPARISON

	2010-11	2011-12	2012-2013		2013-2014	
	Actual	Original Budget	Proposed Budget	Chg From 2011-12	Proposed Budget	Chg From 2012-13

AUTHORIZED POSITIONS

Total Authorized	72.62	79.26	88.42	9.16	91.15	2.73
Non-operating Positions (cap/other)	(14.08)	(14.40)	(11.94)	2.46	(12.40)	(0.46)
Net Operating Positions	58.54	64.86	76.48	11.62	78.75	2.27

SOURCES

Licenses & Fines	6,616	0	0	0	0	0
Intergovernmental Revenue - Federal	6,399,343	6,861,126	10,142,376	3,281,250	6,657,781	(3,484,595)
Charges for Services	810,355	755,625	922,875	167,250	931,250	8,375
Other Revenues	1,000	12,142,582	11,372,642	(769,940)	11,431,498	58,856
Transfers In	400,000	651,546	700,000	48,454	700,000	0
Expenditure Recovery	3,356,349	4,683,969	4,153,943	(530,026)	3,851,087	(302,856)
Use of / (Deposit to) Fund Balance	(1,003)	0	0	0	0	0
General Fund Support	7,011,119	7,415,462	18,756,589	11,341,127	14,595,734	(4,160,855)
Sources Total	17,983,779	32,510,310	46,048,425	13,538,115	38,167,350	(7,881,075)

USES - OPERATING EXPENDITURES

Salaries & Wages	4,451,951	6,198,393	7,238,210	1,039,817	7,585,393	347,183
Fringe Benefits	1,572,112	2,439,523	3,207,755	768,232	3,568,902	361,147
Professional & Contractual Services	2,115,760	11,586,189	10,721,583	(864,606)	11,832,805	1,111,222
Aid Assistance / Grants	8,818,484	9,317,200	17,038,320	7,721,120	14,012,357	(3,025,963)
Materials & Supplies	85,512	92,005	150,487	58,482	150,487	0
Services of Other Departments	939,960	693,240	564,070	(129,170)	523,406	(40,664)
Transfers Out	0	2,183,760	2,228,000	44,240	494,000	(1,734,000)
Uses - Operating Expenditures Total	17,983,779	32,510,310	41,148,425	8,638,115	38,167,350	(2,981,075)

USES - PROJECT EXPENDITURES

Capital Projects	0	0	4,900,000	4,900,000	0	(4,900,000)
Uses - Project Expenditures Total	0	0	4,900,000	4,900,000	0	(4,900,000)

USES BY PROGRAM RECAP

Children's Baseline	292,716	314,065	314,065	0	314,065	0
Economic Development	4,948,593	16,578,112	24,578,342	8,000,230	20,196,120	(4,382,222)
Film Services	616,615	1,207,171	1,291,625	84,454	1,300,000	8,375
Office Of Small Business Affairs	580,540	707,907	787,895	79,988	819,192	31,297
Workforce Training	11,545,315	13,703,055	19,076,498	5,373,443	15,537,973	(3,538,525)
Uses by Program Recap Total	17,983,779	32,510,310	46,048,425	13,538,115	38,167,350	(7,881,075)

PERFORMANCE MEASURES

	2010-2011 Actual	2011-2012 Target	2011-2012 Projected	2012-2013 Target	2013-2014 Target
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ECONOMIC DEVELOPMENT

To improve the business climate in San Francisco in order to attract and retain businesses, with specific focus on targeted industries and including small business

Number of businesses taking advantage of incentive programs including local payroll tax exemptions and state enterprise zone benefits	1,662	1,150	1,100	1,300	1,300
Number of state and local enterprise zone vouchers issued	10,749	10,150	12,000	12,200	12,200

To strengthen the economic vitality of neighborhoods and commercial corridors

Annual Community Benefit District (CBD) revenue	\$29,234,145	\$28,642,398	\$31,073,241	\$31,473,241	\$31,873,241
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To grow and support quality workforce opportunities for all San Francisco residents

Placement rate of individuals in jobs	65%	75%	65%	60%	60%
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To foster international trade

Number of international trade delegations hosted or co-hosted	148	110	150	120	120
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Develop, assist, and promote film activities

Number of permits issued	430	350	430	450	470
Revenues collected from film permits	\$158,500	\$144,000	\$151,000	\$162,500	\$171,000

OFFICE OF SMALL BUSINESS AFFAIRS

Foster, promote and retain small businesses in San Francisco

Number of small businesses assisted	2,611	2,800	2,600	2,600	3,000
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Elections

The mission of the Department of Elections (REG) is to conduct accurate and efficient elections under the rules and regulations established by federal, state, and local laws; to have an open process that provides the public confidence in the election system; to improve upon and provide a public outreach and education plan to all eligible voters in San Francisco; and to continue to improve services provided by streamlining processes and looking ahead to the future needs of the voters of San Francisco.

SERVICES

The Department of Elections conducts all federal, state, and local elections in the City and County of San Francisco and provides services through the following divisions:

BALLOT DISTRIBUTION DIVISION manages the design, translation, production and distribution of multi-card trilingual ballots for each election, including vote-by-mail ballots for over 200,000 permanent vote-by-mail voters.

CAMPAIGN SERVICES DIVISION is responsible for providing information about, and facilitating the filing of, candidate nomination papers, ballot measures, and the proponent and opponent arguments that appear in the Voter Information Pamphlet.

LOGIC & ACCURACY DIVISION tests optical-scan voting machines and touchscreen voting machines to confirm the accuracy of software and hardware formulated for a particular election.

INFORMATION TECHNOLOGY DIVISION produces data reports and is responsible for the Department's website and network infrastructure.

OUTREACH DIVISION provides community and voter outreach and education programs in English, Spanish, Chinese, and Russian, as required by federal, state, and local laws.

POLL WORKER DIVISION assesses, hires and trains inspectors, clerks, high school students, and translators to staff every polling place in San Francisco.

PRECINCT SERVICES DIVISION must secure and equip the use of all voting sites – in public buildings, businesses, and private homes – throughout San Francisco following the guidelines set forth by the Americans with Disabilities Act (ADA), the Help America Vote Act (HAVA), and the Secretary of State's Office (SOS).

PUBLICATIONS DIVISION produces San Francisco's sample and official ballots and Voter Information Pamphlets. Materials must be printed in English, Chinese, and Spanish and appear in a neutral yet appealing format.

VOTER SERVICES DIVISION administers the voter roll, voter registration, vote-by-mail voting, petition signature verification, and answers the public's general questions about voting

WAREHOUSE DIVISION manages the Pier 48 Warehouse and ancillary storage facilities, ensures proper handling and distribution of voting equipment, and is responsible for the management of the Processing Center, which serves as a ballot collection site on election night.

For more information, call (415) 554-4375 or 311, or visit www.sfelections.org

BUDGET DATA SUMMARY

	2010-2011 Actual	2011-2012 Budget	2012-2013 Proposed	Change from 2011-2012	2013-2014 Proposed	Change from 2012-2013
Total Expenditures	10,824,606	15,239,787	12,591,551	(2,648,236)	16,311,472	3,719,921
Total FTE	42	55	44	(11)	52	8

BUDGET ISSUES AND DETAILS

The Fiscal Year (FY) 2012-13 proposed budget of \$12.6 million for the Department is \$2.6 million, or 17.3 percent, lower than the FY 2011-12 budget of \$15.2 million. A significant portion of this decrease is due to there being only one scheduled election in FY 2012-13 compared to the two elections that took place in FY 2011-12.

The one scheduled election in FY 2012-13 is a Presidential election. This high turnout election carries higher material costs due to an increase in the number of cards per ballot, and a resulting increase in the size of the Voter Information Pamphlet. This, coupled with the need to reprint many Department materials after repricincting, means the per-election cost to the Department is higher than previously projected.

The FY 2013-14 proposed budget of \$16.3 million for the Department is \$3.7 million, or 29.5 percent, higher than the proposed FY 2012-13 budget of \$12.6 million. A significant portion of this increase is due to there being two scheduled elections in FY 2013-14 compared to the one scheduled election in FY 2012-13.

INCREASING PARTICIPATION IN THE ELECTORAL PROCESS

To meet the requirements associated with the Help America Vote Act (HAVA), the Department maintains an ongoing program to review new and existing polling places to ensure they comply with state, federal, and local accessibility guidelines. To date, approximately 95 percent of all polling places in the City are accessible each election. New polling places scheduled for use next fiscal year will need to be assessed in order to determine their level of accessibility and to note any necessary modifications if the site is not up to code.

In accordance with state and federal mandates, the Department conducts voter education and outreach to promote understanding and participation in the electoral process as well as poll worker recruitment and training for Election Day. Voter and poll worker education is necessary to meet the requirements of HAVA. This education

focuses on the general election processes, vote-by-mail voting, polling place locations, provisional voting, voting technology associated with the ranked-choice voting system, voting accessibility issues, language proficiency and cultural competency.

The Department works year-round to register and educate voters at various locations and events, such as local organizations, street fairs, and US Bureau of Citizenship and Immigration Services ceremonies. In preparation for an election, the Department gives approximately 20 presentations per week. The Department's Outreach Division includes bilingual coordinators that assist in the translation of election materials, provide multilingual services, assist in the recruitment of bilingual poll workers, and provide interviews to foreign language media outlets.

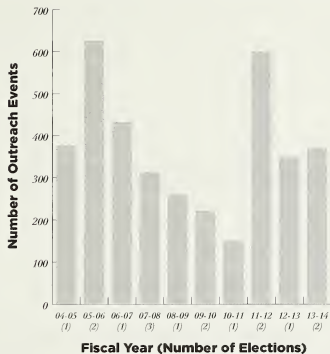
CITYWIDE INITIATIVES

In order to make government more responsive and effective, the Department has enhanced its website to offer more election information to San Francisco voters. The Department has developed online applications that allow voters to check their voter registration, track the status of their vote-by-mail ballots, and look up their sample ballots and the location of their polling places.

To support financial stability and security for San Francisco, the Department has introduced automation to many of its critical election processes, with the aim of creating long-term labor savings. Labor-intensive processes, like the scanning of returned vote-by-mail ballots, are now aided with technological solutions.

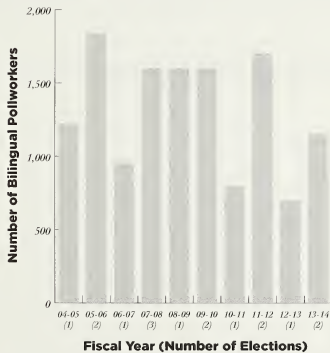
Committed to a strong partnership with public schools, the Department maintains a nationally recognized high school poll worker program. Every year, the Elections Department recruits public high school students to staff polling places on Election Day. This innovative program provides the City with talented poll workers and gives students a living civics lesson that fosters community involvement.

Annual number of outreach events to target communities



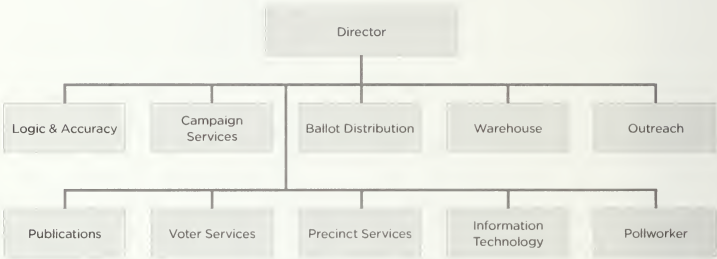
The Department will hold over 700 outreach events over the next two fiscal years to educate and engage the public in the electoral process.

Actual number of bilingual pollworkers recruited



The Department plans to recruit over 1,800 bilingual poll workers between FY 2012-13 and FY 2013-14.

Elections



TOTAL BUDGET HISTORICAL COMPARISON

	2010-11	2011-12	2012-2013		2013-2014	
	Actual	Original Budget	Proposed Budget	Chg From 2011-12	Proposed Budget	Chg From 2012-13

AUTHORIZED POSITIONS

Total Authorized	41.50	55.40	44.05	(11.35)	51.69	7.64
Non-operating Positions (cap/other)	0.00	(0.77)	0.00	0.77	0.00	0.00
Net Operating Positions	41.50	54.63	44.05	(10.58)	51.69	7.64

SOURCES

Intergovernmental Revenue - Federal	(567)	0	0	0	0	0
Intergovernmental Revenue - State	3,395,117	0	0	0	0	0
Charges for Services	120,275	142,729	82,564	(60,165)	156,060	73,496
Other Revenues	(550)	0	0	0	0	0
Expenditure Recovery	1,064,860	332,000	809,792	477,792	152,000	(657,792)
General Fund Support	6,245,471	14,765,058	11,699,195	(3,065,863)	16,003,412	4,304,217
Sources Total	10,824,606	15,239,787	12,591,551	(2,648,236)	16,311,472	3,719,921

USES - OPERATING EXPENDITURES

Salaries & Wages	3,751,811	4,582,794	3,968,448	(614,346)	4,860,832	892,384
Fringe Benefits	1,419,820	1,074,922	1,497,812	422,890	1,645,478	147,666
Professional & Contractual Services	4,819,588	8,239,158	5,814,337	(2,424,821)	8,400,486	2,586,149
Materials & Supplies	135,550	282,593	380,797	98,204	295,911	(84,886)
Equipment	11,124	0	35,483	35,483	70,142	34,659
Services of Other Departments	686,713	1,060,320	894,674	(165,646)	1,038,623	143,949
Uses - Operating Expenditures Total	10,824,606	15,239,787	12,591,551	(2,648,236)	16,311,472	3,719,921

USES BY PROGRAM RECAP

Elections	10,824,606	15,239,787	12,591,551	(2,648,236)	16,311,472	3,719,921
Uses by Program Recap Total	10,824,606	15,239,787	12,591,551	(2,648,236)	16,311,472	3,719,921

PERFORMANCE MEASURES

	2010-2011 Actual	2011-2012 Target	2011-2012 Projected	2012-2013 Target	2013-2014 Target
ELECTIONS					
Encourage San Franciscans to participate in elections					
Annual average number of registered voters	458,264	489,743	467,000	473,244	449,550
Annual average number of turnout voters	284,625	224,792	192,000	360,000	155,000
Annual average number of vote-by-mail voters	143,306	112,575	124,000	172,000	92,000
Average percentage of turnout for elections	61%	46%	40%	76%	34%
Average percentage of vote-by-mail voters	50%	50%	56%	48%	60%
To provide a voter education and outreach program that targets voters falling under the categories protected by the Voting Rights Act, the Help America Vote Act, and the Equal Access to Services Ordinance.					
Annual number of outreach events to target communities	194	600	524	350	370
Annual number of educational presentations	180	200	525	350	370
Annual number of educational presentation program attendees	30,017	25,000	23,956	16,032	16,948
To achieve greater consistency and quality in poll worker's language assistance and cultural competencies.					
Actual number of Bilingual Pollworkers recruited	899	1,791	3,000	2,200	3,600
Maintain a program to analyze and improve the customer service that the Department provides.					
Average rating for the level of customer service provided	4.7	5.0	5.0	5.0	5.0

Emergency Management



The Department of Emergency Management (ECD or DEM) provides vital, professional, emergency communication between the public and emergency responders, and provides for coordinated preparation and response for all City departments, nonprofits, public and private sectors, the region, and the state and federal governments in the event of a citywide disaster.

SERVICES

The Department of Emergency Management serves the public through the following divisions:

DIVISION OF EMERGENCY COMMUNICATIONS (DEC) personnel are cross-trained to process police, medical and fire emergency calls. In addition, dispatchers are responsible for monitoring and coordinating two-way radio communication with public safety responders and maintaining the status of field personnel through a computer aided dispatch system.

DIVISION OF EMERGENCY SERVICES (DES) personnel coordinate the multi-disciplinary citywide planning, preparation, and response for emergencies that go beyond or are outside the resources of traditional

response departments. In addition, staff coordinate training, exercises, education and outreach for City residents, the private sector, City agencies and others associated with emergency management and disaster planning. DES serves as the City's primary link to state and federal emergency management and Homeland Security partners. DES also houses the Emergency Medical Services Agency (EMSA), which regulates and coordinates all components of the City's prehospital care system.

For more information, call (415) 558-3800 or 311; or visit www.sfdem.org

BUDGET DATA SUMMARY

	2010-2011 Actual	2011-2012 Budget	2012-2013 Proposed	Change from 2011-2012	2013-2014 Proposed	Change from 2012-2013
Total Expenditures	87,941,566	43,548,861	47,707,342	4,158,481	47,132,872	(574,470)
Total FTE	228	214	244	30	239	(5)

BUDGET ISSUES AND DETAILS

The Fiscal Year (FY) 2012-13 proposed budget of \$47.7 million for the DEM is \$4.1 million, or 8.7 percent, higher than the FY 2011-12 budget of \$43.5 million. A significant portion of this increase is due to the higher retention of Public Safety Communications Dispatchers who staff the City's 9-1-1 Center. According to the Association of Public-Safety Communications Officials (APCO), the turnover trends for Communication Centers over the past three years reflect that 56.0 percent of these centers have witnessed a decrease in employee retention. Contrary to these findings, DEM implemented recruitment strategies to improve retention rates from its hiring academies. Thus, the budget increase in salary expenses reflects DEM's proactive approach to solidifying staffing levels.

The FY 2013-14 proposed budget of \$47.1 million for the Department is \$0.6 million, or 1.2 percent, lower than the FY 2012-13 budget of \$47.7 million. A significant portion of this decrease is due to reductions in contract costs, overhead costs, and the completion of capital projects.

EMERGENCY PREPAREDNESS AND PLANNING EFFORTS

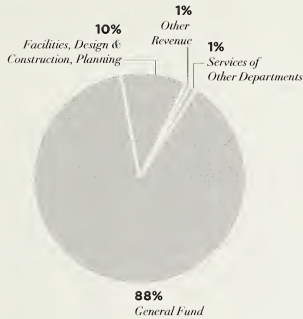
Seismologists cite a 99 percent probability that a 6.7-magnitude or greater earthquake will occur along one of the Bay Area faults within the next 30 years. Beginning in 2008, DEM initiated a collaborative process

to build the foundation for a "Culture of Preparedness" in the City. The process resulted in a focused, holistic, and comprehensive communications strategy based upon research and in-depth analysis of local, national and international preparedness trends, social scientific data, and social/cultural drivers within San Francisco. The completed strategy provides vision, core messages, strategic direction, and identifies target audiences. As a result, the Department was able to craft communications outreach tactics tailored to a specific audience with a high level of confidence that it will motivate them to become better prepared.

RESILIENT CITY INITIATIVE

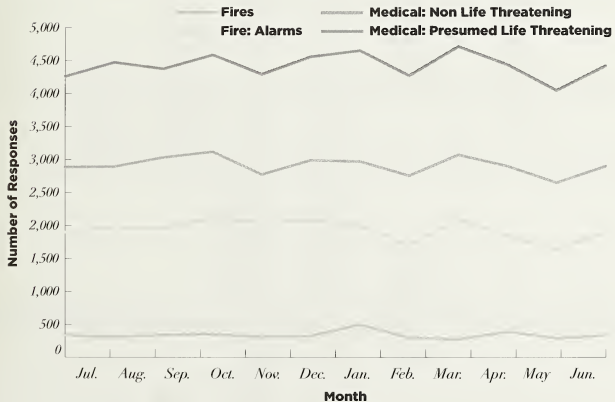
Over the next two fiscal years, DEM is continuing the implementation of a citywide emergency preparedness initiative called ResilientSF. This program highlights the partnerships between City departments, stakeholders, and the public that will result in a stronger, more prepared city. DEM functions as the facilitator to connect all of these efforts. Once completed, this comprehensive program will become the basis for the updated All Hazards Strategic Plan, and it will guide investments and efforts on an ongoing basis.

FY 2012-13 Department Sources



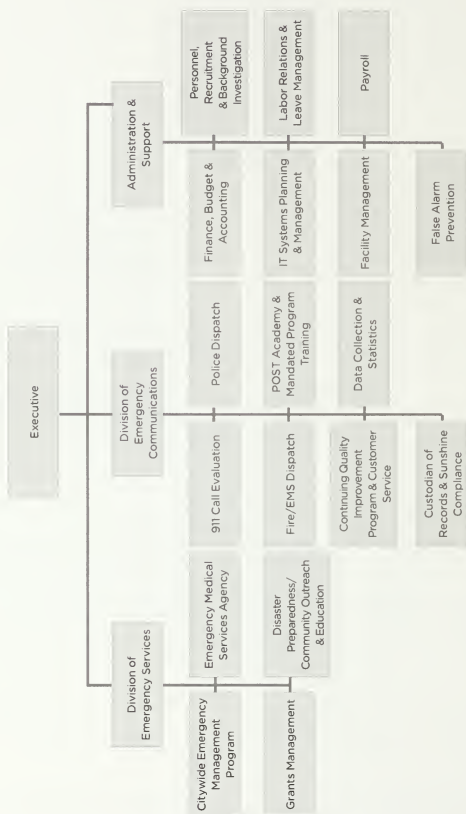
Following the passage of Proposition O in 2008, the Emergency Response Fee was replaced by the Access Line Tax (ALT). The ALT is treated as a general tax, so the Department is now almost entirely General Fund supported.

FY 2010-11 Computer Aided Dispatch (CAD) Incidents by Response



In FY 2010-11, over 115,000 responses were routed through the Department's Computer Aided Dispatch (CAD) system. Of those responses, medical responses make up over 76 percent.

Emergency Management



TOTAL BUDGET HISTORICAL COMPARISON

	2010-11	2011-12	2012-2013		2013-2014	
	Actual	Original Budget	Proposed Budget	Chg From 2011-12	Proposed Budget	Chg From 2012-13

AUTHORIZED POSITIONS

Total Authorized	247.29	233.56	243.92	10.36	239.25	(4.67)
Non-operating Positions (cap/other)	(19.00)	(20.00)	0.00	20.00	0.00	0.00
Net Operating Positions	228.29	213.56	243.92	30.36	239.25	(4.67)

SOURCES

Use of Money or Property	17,380	0	0	0	0	0
Intergovernmental Revenue - Federal	45,341,895	1,038,838	4,618,326	3,579,488	4,629,694	11,368
Intergovernmental Revenue - State	30,999	0	0	0	0	0
Charges for Services	336,046	452,822	484,277	31,455	503,987	19,710
Other Revenues	(35)	0	0	0	0	0
Expenditure Recovery	1,502,956	754,917	521,757	(233,160)	387,921	(133,836)
Use of / (Deposit to) Fund Balance	2,353,354	0	0	0	0	0
General Fund Support	38,358,971	41,302,284	42,082,982	780,698	41,611,270	(471,712)
Sources Total	87,941,566	43,548,861	47,707,342	4,158,481	47,132,872	(574,470)

USES - OPERATING EXPENDITURES

Salaries & Wages	23,495,012	22,125,602	25,847,666	3,722,064	25,941,093	93,427
Fringe Benefits	8,727,647	7,863,138	9,383,170	1,520,032	10,237,511	854,341
Overhead	4,477	122,745	6,322	(116,423)	5,003	(1,319)
Professional & Contractual Services	40,118,664	2,310,396	3,356,264	1,045,868	2,230,759	(1,125,505)
Materials & Supplies	521,739	146,642	144,901	(1,741)	116,049	(28,852)
Equipment	1,417,106	1,038,889	88,889	(950,000)	0	(88,889)
Debt Service	72,573	3,604,064	2,213,627	(1,390,437)	2,176,527	(37,100)
Services of Other Departments	13,312,403	6,337,385	6,406,503	69,118	6,425,930	19,427
Transfers Out	105,073	0	0	0	0	0
Uses - Operating Expenditures Total	87,774,694	43,548,861	47,447,342	3,898,481	47,132,872	(314,470)

USES - PROJECT EXPENDITURES

Capital Projects	166,872	0	260,000	260,000	0	(260,000)
Uses - Project Expenditures Total	166,872	0	260,000	260,000	0	(260,000)

USES BY PROGRAM RECAP

911 Project	105,073	0	0	0	0	0
Emergency Communications	39,080,468	39,768,742	40,348,997	580,255	39,528,971	(820,026)
Emergency Management - Emsa	489,815	0	0	0	0	0
Emergency Services	47,516,113	2,903,724	6,471,790	3,568,066	6,710,490	238,700
False Alarm Prevention	657,251	770,950	754,297	(16,653)	761,359	7,062
Outdoor Public Warning System	92,846	105,445	132,258	26,813	132,052	(206)
Uses by Program Recap Total	87,941,566	43,548,861	47,707,342	4,158,481	47,132,872	(574,470)

PERFORMANCE MEASURES

	2010-2011 Actual	2011-2012 Target	2011-2012 Projected	2012-2013 Target	2013-2014 Target
DEM EMERGENCY COMMUNICATIONS					
Staff emergency communication center with fully-trained personnel					
Number of new dispatchers successfully completing the training program	14	5	10	10	10
Respond quickly to incoming calls					
Percentage of emergency calls answered within ten seconds	90%	90%	90%	90%	90%
DEM EMERGENCY SERVICES					
Exercise emergency response capabilities					
Overall satisfaction with DES led exercises.	n/a	4	4	4	4
Coordinate interagency planning					
Number of disaster council meetings	4	4	3	4	4
Overall satisfaction with trainings provided by DES staff.	n/a	4	4	4	4
Promote community preparedness for emergencies					
Number of preparedness presentations made	29	25	26	20	20

n/a: The Department has recently updated its performance measures; thus, data from past fiscal years does not exist.

Environment

The Department of the Environment (ENV) works to improve, enhance and preserve the environment and promote San Francisco's long-term environmental well-being.

SERVICES

The Department of the Environment provides services through the following program areas:

ENVIRONMENTAL JUSTICE coordinates environmental health and food security projects, including a farmers' market and job training program in communities that bear a disproportionate environmental burden.

CARBON NEUTRALITY helps individuals and organizations minimize their production of greenhouse gases and sequester additional emissions through innovative projects and policies such as the purchase of carbon credits.

ENERGY provides energy efficiency audits at commercial establishments; offers retrofits pending available state funding; provides free energy-efficient appliances to commercial and residential clients; and, promotes both residential and commercial solar energy installations.

CLEAN AIR promotes alternatives to driving for residents, businesses, and City agencies; promotes clean alternative fuel technology; and monitors the alternative fuel composition of the City fleet.

CLIMATE tracks greenhouse gas emissions for San Francisco's citywide and municipal operations, and designs and coordinates policies to reduce the City's carbon footprint in line with approved goals.

ZERO WASTE promotes recycling, materials reuse, and

waste reduction for municipal, commercial and residential clients.

TOXICS REDUCTION promotes proper use and disposal of toxic products and educates municipal, commercial and residential clients on non-toxic alternatives.

SCHOOL EDUCATION serves over 225 public and private schools in San Francisco by providing school-wide assemblies, classroom presentations, field trips, teacher workshops, environmental education materials and technical assistance on environmental issues.

GREEN BUILDING promotes resource conservation in the construction, demolition and maintenance of municipal building projects, along with the environmental performance of residential and commercial buildings in San Francisco.

URBAN FOREST coordinates policy and management issues across multiple agencies and nonprofits, and develops long-term forestation and funding plans for the restoration of San Francisco's urban forest.

For more information, call (415) 355-3700 or 311; or visit www.sfenvironment.org

BUDGET DATA SUMMARY

	2010-2011 Actual	2011-2012 Budget	2012-2013 Proposed	Change from 2011-2012	2013-2014 Proposed	Change from 2012-2013
Total Expenditures	21,909,810	17,596,746	18,035,024	438,278	14,891,629	(3,143,395)
Total FTE	56	59	73	14	73	0

BUDGET ISSUES

The Fiscal Year (FY) 2012-13 proposed budget of \$18.0 million for ENV is \$0.4 million, or 2.5 percent, higher than the FY 2011-12 budget of \$17.6 million. The Department is experiencing a \$0.6 million decrease in Impound Account fund revenues due to a one-time rate increase in FY 2011-12. This decrease is offset by an increase in the amount of grant monies included in the FY 2012-13 budget.

The FY 2013-14 proposed budget of \$14.9 million for ENV is \$3.1 million, or 17.4 percent, lower than the FY 2012-13 budget of \$18.0 million. Much of the proposed budget decrease is related to changes in grants and do not actually reflect decreases in services.

GREEN JOBS AND WASTE DIVERSION

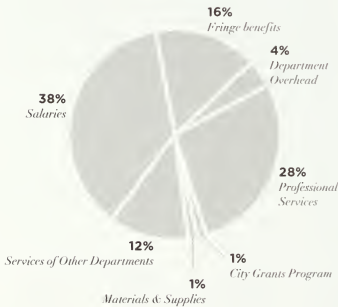
With a citywide goal of zero waste by 2020, the Department will continue to promote recycling, composting, and other waste diversion practices in FY 2012-13 and FY 2013-14. The Department is pleased to

continue the Environment Now education and outreach program, which hires local San Francisco residents for extensive green jobs training. In FY 2011-12, Environment Now staff conducted an extensive outreach campaign throughout the City, and as a result, participation levels in the waste diversion program have increased significantly. The Department plans to continue this work in FY 2012-13 and FY 2013-14.

PROMOTING ENERGY EFFICIENCY AND RENEWABLE ENERGY

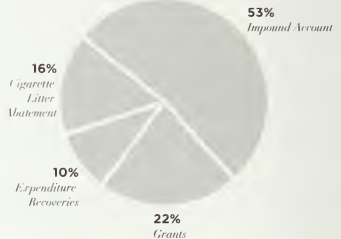
In FY 2012-13 and FY 2013-14, ENV will continue to deliver energy efficiency retrofits through the Energy Watch Program, a unique partnership with Pacific Gas & Electric (PG&E). This program delivers energy efficiency retrofits to commercial buildings and multi-family residences, with an overall goal of reducing energy consumption in San Francisco by 10 megawatts. In addition to PG&E funding, the Department secured substantial American Recovery and Reinvestment Act (ARRA) funds and, for the first time, is offering energy efficiency audits and retrofits for single family residences.

FY 2012-13
Department Uses



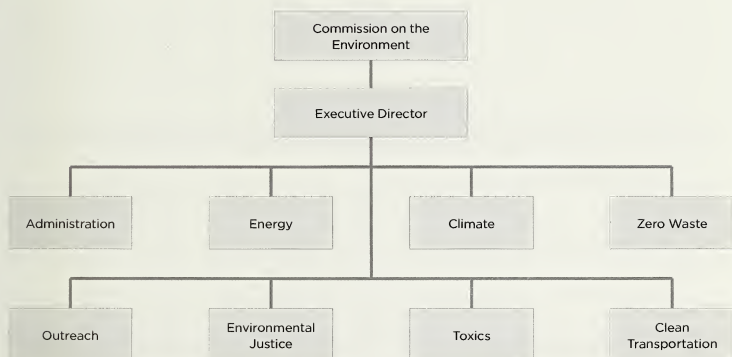
Personnel and Professional Services costs make up over 80 percent of the Department's budget.

FY 2012-13
Department Sources



A majority of the Department's budget is funded by the City's Solid Waste Impound Account, which is collected through a 3.0 percent set-aside from garbage rate fees.

Environment



TOTAL BUDGET – HISTORICAL COMPARISON

	2010-11	2011-12	2012-2013		2013-2014	
	Actual	Original Budget	Proposed Budget	Chg From 2011-12	Proposed Budget	Chg From 2012-13

AUTHORIZED POSITIONS

Total Authorized	83.04	88.74	100.58	11.84	100.40	(0.18)
Non-operating Positions (cap/other)	(26.84)	(30.19)	(27.65)	2.54	(27.65)	0.00
Net Operating Positions	56.20	58.55	72.93	14.38	72.75	(0.18)

SOURCES

Intergovernmental Revenue - Federal	2,062,732	249,554	0	(249,554)	0	0
Intergovernmental Revenue - State	5,979,206	581,836	553,055	(28,781)	565,151	12,096
Intergovernmental Revenue - Other	326,130	390,613	418,611	27,998	431,976	13,365
Charges for Services	10,145,672	11,242,381	10,693,012	(549,369)	10,974,156	281,144
Other Revenues	240,770	3,129,298	3,907,282	777,984	1,407,282	(2,500,000)
Transfers In	56,890	1,017,602	2,839,211	1,821,609	2,883,479	44,268
Expenditure Recovery	3,346,037	2,003,064	2,463,064	460,000	1,513,064	(950,000)
Transfer Adjustments-Sources	(56,890)	(1,017,602)	(2,839,211)	(1,821,609)	(2,883,479)	(44,268)
Use of / (Deposit to) Fund Balance	(190,737)	0	0	0	0	0
Sources Total	21,909,810	17,596,746	18,035,024	438,278	14,891,629	(3,143,395)

USES - OPERATING EXPENDITURES

Salaries & Wages	5,951,325	4,453,105	5,821,793	1,368,688	5,899,909	78,116
Fringe Benefits	2,600,374	2,296,276	2,641,542	345,266	2,872,573	231,031
Overhead	1,042,913	1,576,108	614,848	(961,260)	239,413	(375,435)
Professional & Contractual Services	7,884,125	3,911,097	4,344,542	433,445	2,219,977	(2,124,565)
Aid Assistance / Grants	547,063	1,524,860	1,100,000	(424,860)	150,000	(950,000)
Materials & Supplies	223,079	247,182	227,056	(20,126)	227,056	0
Services of Other Departments	3,167,612	3,588,118	3,285,243	(302,875)	3,282,701	(2,542)
Transfers Out	56,890	1,017,602	2,839,211	1,821,609	2,883,479	44,268
Transfer Adjustments-Uses	(56,890)	(1,017,602)	(2,839,211)	(1,821,609)	(2,883,479)	(44,268)
Uses - Operating Expenditures Total	21,416,491	17,596,746	18,035,024	438,278	14,891,629	(3,143,395)

USES - PROJECT EXPENDITURES

Capital Projects	493,319	0	0	0	0	0
Uses - Project Expenditures Total	493,319	0	0	0	0	0

USES BY PROGRAM RECAP

Clean Air	1,034,727	972,716	781,857	(190,859)	806,300	24,443
Climate Change/Energy	8,105,122	1,586,521	2,954,097	1,367,576	471,169	(2,482,928)
Environment	5,170,645	7,280,462	7,275,999	(4,463)	6,411,163	(864,836)
Environment-Outreach	719,144	219,328	219,521	193	226,315	6,794
Environmental Justice / Youth Employment	289,866	499,505	173,709	(325,796)	181,906	8,197
Green Building	594,850	416,919	383,130	(33,789)	401,016	17,886
Power Utility Field Services	493,319	0	0	0	0	0
Recycling	3,488,774	4,404,837	4,708,172	303,335	4,801,680	93,508
Solid Waste Management	244,455	272,162	0	(272,162)	0	0
Toxics	1,733,533	1,908,354	1,500,874	(407,480)	1,552,642	51,768
Urban Forestry	35,375	35,942	37,665	1,723	39,438	1,773
Uses by Program Recap Total	21,909,810	17,596,746	18,035,024	438,278	14,891,629	(3,143,395)

PERFORMANCE MEASURES

	2010-2011 Actual	2011-2012 Target	2011-2012 Projected	2012-2013 Target	2013-2014 Target
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CLIMATE CHANGE/ENERGY

Encourage the use of renewable energy and energy efficiency

Metric Tons of CO2 greenhouse gas reduced through SF Energy Watch program activities since its inception in January 2006.	30,170	34,000	39,000	47,500	55,900
Megawatt reduction: SF Energy Watch program activities since its inception in January 2006.	16.5	16.0	19.5	22.5	25.5

TOXICS

Improve environmental quality and reduce toxics

Number of Green Businesses certified through Green Business program	174	195	240	270	300
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ZERO WASTE

Decrease landfill waste through recycling and other waste diversion

Percentage of total solid waste diverted in a calendar year	78%	77%	77%	78%	78%
Total tons disposed of in all landfills	475,800	625,000	625,000	600,000	575,000

Ethics Commission

The mission of the Ethics Commission (ETH) is to promote and practice the highest standards of ethical behavior in government. The Ethics Commission acts as a filing officer, enforcement and investigations entity, administrator of public finance programs, and advisor to City departments on ethical matters.

SERVICES

The Ethics Commission provides services through the following divisions:

ENFORCEMENT AND INVESTIGATIONS investigates ethics complaints, imposes administrative penalties when appropriate, and oversees the registration and regulation of campaign consultants and lobbyists.

CAMPAIGN FINANCE serves as the filing officer for campaign disclosure statements submitted by political candidates and committees, and financial disclosure statements submitted by City elected officials, members of boards and commissions, and department heads. This division also assesses and collects late fees for failure to adhere to deadlines and requirements.

AUDITS AND PUBLIC FINANCE audits campaign disclosure statements of randomly selected campaign

committees and all publicly financed candidates to ensure compliance with state and local laws. This division administers the Election Campaign Fund for the City, which provides publicly-matched funds to candidates for the Board of Supervisors and Mayor, by verifying eligibility, disbursing funds, and conducting audits of all publicly financed candidates at the completion of each election cycle.

In addition, the Department provides both formal and internal advice regarding the application of campaign finance, ethics, lobbyist and campaign consultant laws. It also provides training – both live and on the internet – on these myriad laws.

For more information call (415) 252-3100 or 311; or visit www.sfgov.org/ethics

BUDGET DATA SUMMARY

	2010-2011 Actual	2011-2012 Budget	2012-2013 Proposed	Change from 2011-2012	2013-2014 Proposed	Change from 2012-2013
Total Expenditures	5,801,475	8,349,344	4,196,629	(4,152,715)	4,307,186	110,557
Total FTE	17	17	17	0	17	0

BUDGET ISSUES AND DETAILS

The Fiscal Year (FY) 2012-13 proposed budget of \$2.3 million for the Ethics Commission is roughly equal to the FY 2011-12 budget.

The FY 2013-14 proposed budget of \$2.4 million for the Ethics Commission is \$0.1 million, or 4.3 percent, higher than FY 2012-13 budget of \$2.3 million. This slight increase is due to increases in salary and fringe benefits costs.

ELECTION CAMPAIGN FUND

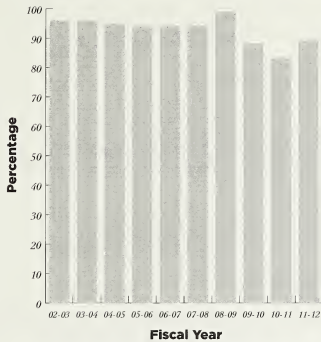
The proposed FY 2012-13 deposit to the Election Campaign Fund is \$1.9 million. This deposit is offset by a use of \$4.0 million in fund balance. This results in a net savings to the General Fund of \$2.1 million. If matching fund disbursements mirror past disbursements in previous Board elections, the Election Campaign Fund balance should remain well over \$4 million at the end of FY 2012-13.

The FY 2013-14 proposed allocation to the Election Campaign Fund is \$1.9 million. If matching fund disbursements mirror past disbursements in previous Board elections, the Election Campaign Fund balance should remain well over \$5.5 million at the end of FY 2013-14.

CAMPAIGN FINANCE REFORM ORDINANCE

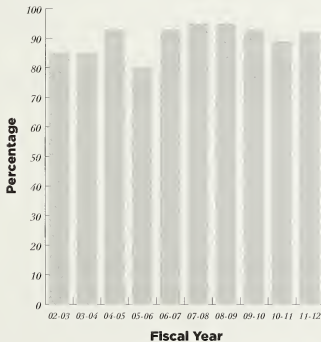
In April 2012, the Board of Supervisors approved amendments to the San Francisco Campaign Finance Reform Ordinance. As of May 2012, the dollar amount and number of contributors needed to qualify for public financing increased. Additionally, incumbents must raise more than non-incumbents to qualify for matching funds. To ensure that recipients can assess the entire field prior to receiving funds, the filing deadline has been moved up and funds will not be distributed until June of an election year. In response to a United States Supreme Court ruling that outlawed automatic increases in matching funds, the total amount of matching funds candidates can receive also increased. Finally, the cap on the Election Campaign Fund has decreased to \$7.0 million.

Percentage of identified lobbyist filing reports on a timely basis



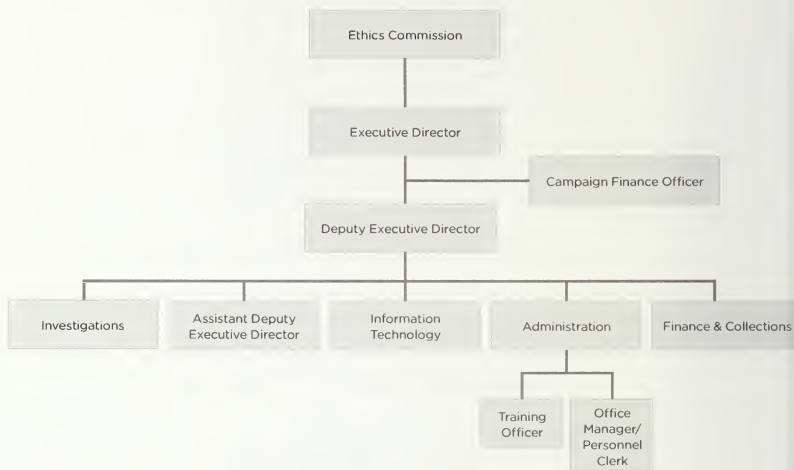
In FY 2011-12, approximately 90.0 percent of lobbyists filed reports on a timely basis.

Percentage of identified campaign consultants who file quarterly reports on a timely basis



According to the Campaign Consultant Ordinance, registered campaign consultants must file quarterly reports with the Department. The percent of campaign consultants who filed their quarterly reports on a timely basis increased from FY 2010-11 to FY 2011-12.

Ethics Commission



TOTAL BUDGET HISTORICAL COMPARISON

	2010-11	2011-12	2012-2013		2013-2014	
	Actual	Original Budget	Proposed Budget	Chg From 2011-12	Proposed Budget	Chg From 2012-13

AUTHORIZED POSITIONS

Total Authorized	17.46	17.32	17.20	(0.12)	17.20	0.00
Net Operating Positions	17.46	17.32	17.20	(0.12)	17.20	0.00

SOURCES

Licenses & Fines	116,147	99,000	99,000	0	99,000	0
Charges for Services	397	1,000	1,000	0	1,000	0
Other Revenues	(1,201)	0	0	0	0	0
Use of / (Deposit to) Fund Balance	0	0	4,000,000	4,000,000	0	(4,000,000)
General Fund Support	5,686,132	8,249,344	96,629	(8,152,715)	4,207,186	4,110,557
Sources Total	5,801,475	8,349,344	4,196,629	(4,152,715)	4,307,186	110,557

USES - OPERATING EXPENDITURES

Salaries & Wages	1,316,483	1,407,002	1,410,980	3,978	1,444,548	33,568
Fringe Benefits	552,250	554,964	564,942	9,978	627,129	62,187
Professional & Contractual Services	106,203	136,744	136,744	0	136,744	0
Aid Assistance / Grants	3,674,608	6,091,332	1,899,308	(4,192,024)	1,908,804	9,496
Materials & Supplies	8,129	15,466	15,466	0	15,466	0
Services of Other Departments	143,802	143,836	169,189	25,353	174,495	5,306
Uses - Operating Expenditures Total	5,801,475	8,349,344	4,196,629	(4,152,715)	4,307,186	110,557

USES BY PROGRAM RECAP

Election Campaign Fund	3,674,608	6,091,332	1,899,308	(4,192,024)	1,908,804	9,496
Ethics Commission	2,126,867	2,258,012	2,297,321	39,309	2,398,382	101,061
Uses by Program Recap Total	5,801,475	8,349,344	4,196,629	(4,152,715)	4,307,186	110,557

PERFORMANCE MEASURES

	2010-2011 Actual	2011-2012 Target	2011-2012 Projected	2012-2013 Target	2013-2014 Target
ETHICS COMMISSION					
Promote compliance with state and local filing requirements					
Percentage of identified lobbyists filing reports on a timely basis	89%	90%	90%	90%	90%
Percentage of identified campaign consultants who file quarterly reports on a timely basis	92%	90%	90%	84%	90%
Percentage of Statements of Economic Interests due on April 1 that are filed	97%	94%	94%	94%	94%
Promote and ensure compliance with state and local campaign reporting and disclosure laws					
Number of campaign committees and publicly financed candidate committees audited	6	19	15	28	28
Investigate complaints of alleged violations of state and local law relating to campaign finance, governmental ethics, and conflicts of interest that are within the jurisdiction of the Commission					
Percentage of complaints resolved	49%	30%	45%	45%	45%

Fine Arts Museums



The mission of the Fine Arts Museums (FAM) is to provide a rich and diversified experience of art and culture for Bay Area, Northern California, and national and international audiences through the development and utilization of collections, exhibitions, education, and community outreach programs. The Fine Arts Museums, including the de Young and the Legion of Honor museums, offers residents and visitors to the City an overview of artistic achievement spanning ancient times to the present.

SERVICES

The Fine Arts Museums provide services through the following divisions:

GENERAL DIVISION is responsible for the security and maintenance of the de Young Museum and the Legion of Honor, as well as for the security, conservation, and public display of the City’s art collection. The de Young is home to a world class collection of American paintings; decorative arts and crafts; arts from Africa, Oceania, and the Americas; Western and non-Western textiles; and photography. The Legion of Honor is known for its rich overview of European art history, from medieval times through the 20th Century. It also houses an outstanding collection of ancient art.

ADMISSIONS DIVISION is responsible for administering public entry into the two museums in the form of ticket sales. The FAM’s special exhibitions bring significant and rare art works to the Bay Area;

in Fiscal Year (FY) 2010-11, the Department organized and/or presented 12 special exhibitions, ranging from the masterpieces of Impressionism to the masterworks of North America’s oldest civilization. Additionally, the Department offers a variety of educational and outreach programs throughout the year aimed at engaging a broad and diverse public with the FAM’s collections and exhibitions. Last year, the combined attendance at the de Young and the Legion of Honor exceeded 2.3 million visitors, including 241,000 individuals who participated in education/outreach programs. Membership in FY 2010-11 surpassed 121,000 households, ranking the Fine Arts Museums second in the United States, behind only the Metropolitan Museum in New York City for membership levels.

For more information, call (415) 750-3600 or 311; or visit www.famsf.com

BUDGET DATA SUMMARY

	2010-2011 Actual	2011-2012 Budget	2012-2013 Proposed	Change from 2011-2012	2013-2014 Proposed	Change from 2012-2013
Total Expenditures	17,897,340	15,623,172	16,249,470	626,298	16,963,081	713,611
Total FTE	106	106	110	4	110	0

BUDGET ISSUES AND DETAILS

The FY 2012-13 proposed budget of \$16.2 million for the Fine Arts Museums is \$0.6 million, or 5.0 percent, higher than the FY 2011-12 budget of \$15.6 million. Most of this increase is due to increases in salary and fringe benefits costs.

The FY 2013-14 proposed budget of \$17.0 million for the Fine Arts Museums is \$0.4 million, or 3.0 percent, higher than the FY 2012-13 budget of \$16.2 million. A significant portion of this increase is also due to increases in salary, fringe benefits, rates and operational costs.

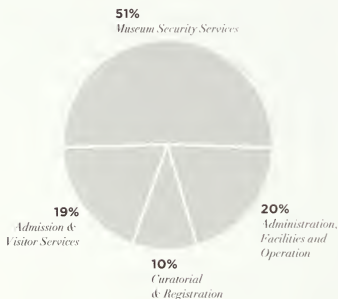
MAJOR EXHIBITIONS

The Department will work over the next two fiscal years to expand tourism and trade by mounting major exhibitions such as *The Girl with the Pearl Earring: Dutch Paintings from the Mauritshuis* from January to June 2013, and *Impressionist Sailors* (coincident with the America's Cup) from June to September 2013.

EDUCATIONAL PROGRAMMING

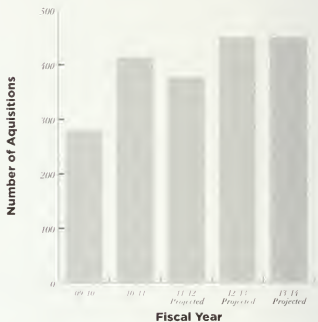
The Fine Arts Museums works with local colleges and universities on internship and fellowship programs in digital media and conservation. Additionally, FAM works with the San Francisco Unified School District (SFUSD) on the Museum Ambassadors program, which provides teens from under-resourced schools with job training and experience, and the Get Smart with Art art-integrated curriculum for 1st-12th grade students.

FY 2012-13 Department
Uses by Service Area



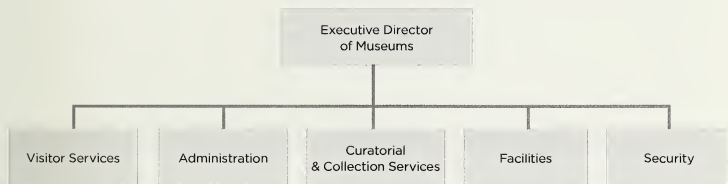
The cost of security makes up a little more than half of the Department's budget.

Increase in Museum Acquisitions



The Fine Arts Museums continue to obtain new materials for their permanent collections through gifts, bequests, and purchases. The Museums are expecting to exceed their targets for FY 2011-12 and have raised its projections for the next two fiscal years.

Fine Arts Museums



TOTAL BUDGET – HISTORICAL COMPARISON

	2010-11	2011-12	2012-2013		2013-2014	
	Actual	Original Budget	Proposed Budget	Chg From 2011-12	Proposed Budget	Chg From 2012-13

AUTHORIZED POSITIONS

Total Authorized	105.82	106.06	109.86	3.80	110.01	0.15
Net Operating Positions	105.82	106.06	109.86	3.80	110.01	0.15

SOURCES

Local Taxes	5,620,000	5,620,000	5,620,000	0	5,620,000	0
Charges for Services	4,482,871	3,951,854	3,230,767	(721,087)	3,243,368	12,601
Other Revenues	719,950	0	0	0	0	0
Expenditure Recovery	152,000	134,000	154,000	20,000	154,000	0
Use of / (Deposit to) Fund Balance	1,114,398	0	0	0	0	0
General Fund Support	5,808,121	5,917,318	7,244,703	1,327,385	7,945,713	701,010
Sources Total	17,897,340	15,623,172	16,249,470	626,298	16,963,081	713,611

USES - OPERATING EXPENDITURES

Salaries & Wages	7,044,296	6,717,050	7,578,592	861,542	7,670,291	91,699
Fringe Benefits	2,681,137	2,759,390	3,054,568	295,178	3,369,868	315,300
Overhead	159,025	130,572	161,451	30,879	161,451	0
Professional & Contractual Services	3,759,537	3,289,481	2,248,383	(1,041,098)	2,227,640	(20,743)
Materials & Supplies	27,316	34,600	39,600	5,000	39,600	0
Equipment	1,834,800	0	0	0	0	0
Services of Other Departments	2,252,777	2,542,079	2,385,379	(156,700)	2,513,472	128,093
Uses - Operating Expenditures Total	17,758,888	15,473,172	15,467,973	(5,199)	15,982,322	514,349

USES - PROJECT EXPENDITURES

Facilities Maintenance	138,452	150,000	150,000	0	157,500	7,500
Capital Renewal	0	0	631,497	631,497	823,259	191,762
Uses - Project Expenditures Total	138,452	150,000	781,497	631,497	980,759	199,262

USES BY PROGRAM RECAP

Admissions	4,482,604	3,951,854	3,230,767	(721,087)	3,243,368	12,601
Oper & Maint Of Museums	13,414,736	11,671,318	13,018,703	1,347,385	13,719,713	701,010
Uses by Program Recap Total	17,897,340	15,623,172	16,249,470	626,298	16,963,081	713,611

PERFORMANCE MEASURES

	2010-2011 Actual	2011-2012 Target	2011-2012 Projected	2012-2013 Target	2013-2014 Target
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ADMISSIONS

Provide quality art and educational experiences to attract a large and diverse audience

Number of Legion of Honor visitors	420,574	300,000	300,000	300,000	300,000
Number of de Young visitors	1,841,001	1,600,000	1,600,000	1,280,000	1,280,000
Number of education program participants	241,063	250,000	250,000	250,000	250,000
Number of exhibitions	10	10	9	23	23
Number of paid memberships	121,911	105,000	115,000	115,000	115,000

DEVELOPMENT

Provide for collection growth through gifts, bequests and purchases

Number of acquisitions through gifts, bequests and purchases	414	300	377	450	450
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Fire Department

The San Francisco Fire Department (FIR) protects the lives and property of the people of San Francisco from fires, natural disasters, and hazardous materials incidents; provides emergency medical services; prevents fires through prevention and education programs; and provides a work environment that values health, wellness and cultural diversity and is free of harassment and discrimination.

SERVICES

The Fire Department provides services through the following divisions:

SUPPRESSION fights fires, provides Emergency Medical Services (EMS), oversees specialized services such as Hazardous Materials units and Search and Rescue units, and conducts disaster planning and preparedness training.

PREVENTION minimizes injuries, deaths and property loss due to fire through code enforcement, public education and inspection programs that detect and eliminate fire hazards.

INVESTIGATION determines, documents, and reports on the origin and cause of fires and explosions, ensuring that such incidents can be prosecuted if appropriate.

SUPPORT SERVICES manages the Department's facilities, equipment and water supply systems and is responsible for all maintenance, repairs and capital improvements.

TRAINING instructs and evaluates all Department staff and new recruits and provides comprehensive Fire and EMS training to all staff.

FIREBOAT operates and maintains the City's two fireboats and is responsible for Water Rescue and Fire Suppression on the San Francisco Bay.

AIRPORT provides fire services at the San Francisco International Airport, including but not limited to Fire Suppression, EMS, and Water Rescue.

ADMINISTRATION provides support and oversees the Department's programs in areas such as accounting and finance, planning and research, human resources, payroll, public information, the physician's office, and management information services.

For more information, call (415) 558-3200 or 311; or visit www.sf-fire.org

BUDGET DATA SUMMARY

	2010-2011 Actual	2011-2012 Budget	2012-2013 Proposed	Change from 2011-2012	2013-2014 Proposed	Change from 2012-2013
Total Expenditures	290,529,423	301,252,668	326,893,048	25,640,380	332,922,061	6,029,013
Total FTE	1,512	1,474	1,468	(6)	1,454	(14)

BUDGET ISSUES AND DETAILS

The Fiscal Year (FY) 2012-13 proposed budget of \$326.9 million for the Fire Department is \$25.6 million, or 8.5 percent, higher than the FY 2011-12 budget of \$301.3 million. A significant portion of this increase is due to increases in salary and fringe benefits costs. In addition, as a result of the State's ruling on the Exclusive Operating Area rights for ambulance providers in the City and County, the Department is proposing the hiring of additional ambulance personnel as well as equipment funding requests for Emergency Medical Services (EMS) equipment. These cost increases are countered by an increase in revenue to the Department for Medi-Cal reimbursements. The Department is also proposing the staffing of Engine 35 in FY 2012-13, which has been deactivated over the previous three fiscal years.

The FY 2013-14 proposed budget of \$332.9 million for the Fire Department is \$6.0 million, or 1.8 percent, higher than the FY 2012-13 budget of \$326.9 million. This increase is due to an increase in fringe benefits costs. The Department is not proposing changes in staffing from FY 2012-13 to FY 2013-14.

In order to minimize service impacts, the Department sought opportunities to address budget shortfalls through administrative efficiencies and revenues. Identifying these types of measures has become increasingly difficult for the Department as one-time savings and efficiencies have already been implemented in prior years. The Department will maintain the minimum staffing standards required in Proposition F to preserve its core services of Fire Suppression, Emergency Medical Services, and Fire Prevention and Investigation.

HIRING PLAN

The Department plans to conduct one class of Emergency Medical Technicians (EMTs) in Fiscal Year 2012-13, slated to begin in July. This class results in a net increase of 20 EMTs to the Fire Department. This is an important increase because a requirement of the Fire Department's ambulance system Exclusive Operating Area Rights, recently restored by the State, is that the Department provide 80-90 percent of 911 emergency transports in SF.

Additionally, there will be an academy class for 42 entry level firefighters in both years to increase the uniform staffing numbers. This is particularly important because the department needs to replace a large number of retired employees, and the current uniform FTE count is lower than it has been for the last decade. The influx of new recruits will reduce the Department's reliance on overtime staffing to fulfill its fixed staffing model, and entry level

firefighters paid at first step are less costly than veteran firefighters, helping to offset the cost of their academy training. The Department is continuing to work on identifying additional savings opportunities that may allow it to conduct additional classes sooner if possible.

INVESTMENT IN INFRASTRUCTURE

In June of 2010, voters passed Proposition B, the Earthquake Safety and Emergency Response Bond, proposed as part of the City's Ten-Year Capital Plan. This bond provides funding for much needed infrastructure improvements, including the repair and seismic retrofitting of a number of the Department's firehouses, repair and upgrade of the Auxiliary Water Supply System, and construction of the new Public Safety Building in Mission Bay, which will house a new fire station. Construction work has begun on the initial bond projects and will continue through the next two fiscal years.

MORE RESPONSIVE AND EFFECTIVE GOVERNMENT

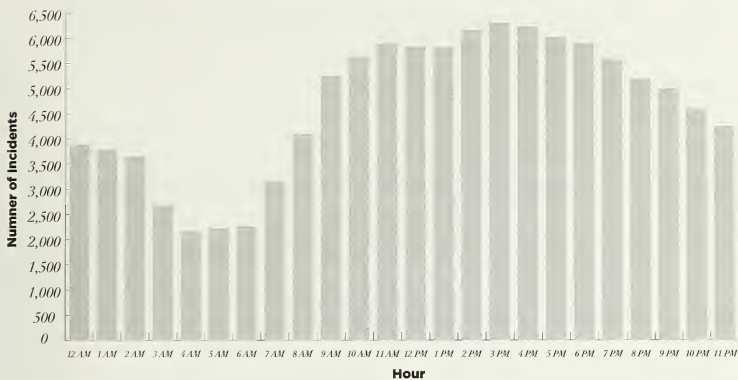
The Department is continually exploring ways to improve efficiencies and become more effective in both its operational and administrative practices. To this end, the Department regularly reviews trends in medical call supply and demand, and uses historical data to improve the effectiveness of deployment of the Department's ambulances, both from a scheduling perspective as well as a posting location perspective. Additionally, the Department works in conjunction with the Department of Emergency Management's 9-1-1 dispatch center to improve response times for its deployed units.

The Department is continuing its efforts to create administrative efficiencies through the conversion of more hard-copy forms to an electronic format, enhancing internal computer networks, and improving time and labor systems as well as payroll through the City's new Project eMerge.

FINANCIAL STABILITY AND LONG TERM PLANNING

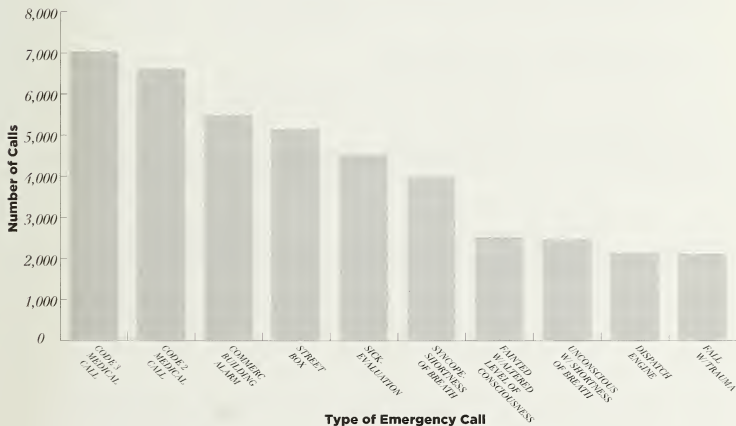
The Department is undergoing an internal staffing analysis to explore the impacts of changes to the Department's staffing model in the coming years. The Department is also working closely with the Department of Emergency Management on the design and structure of the City's ambulance system as a result of the recent State ruling on the Exclusive Operating Area agreement for San Francisco.

Fiscal Year 2010-11, Total Runs by Time of Day



Call volume peaks at around 3:00 PM each day.

Fiscal Year 2010-11, Types of Calls



Top 10 call types from Dispatch.

Fire Department



TOTAL BUDGET HISTORICAL COMPARISON

	2010-11	2011-12	2012-2013		2013-2014	
	Actual	Original Budget	Proposed Budget	Chg From 2011-12	Proposed Budget	Chg From 2012-13
AUTHORIZED POSITIONS						
Total Authorized	1,514.10	1,475.76	1,470.63	(5.13)	1,456.78	(13.85)
Non-operating Positions (cap/other)	(2.00)	(2.00)	(3.00)	(1.00)	(3.00)	0.00
Net Operating Positions	1,512.10	1,473.76	1,467.63	(6.13)	1,453.78	(13.85)

SOURCES

Licenses & Fines	880	880	880	0	880	0
Use of Money or Property	318,248	680,000	370,000	(310,000)	370,000	0
Intergovernmental Revenue - Federal	1,769,074	1,819,940	1,840,503	20,563	1,868,641	28,138
Intergovernmental Revenue - State	34,190,439	34,544,500	39,483,500	4,939,000	40,865,500	1,382,000
Charges for Services	30,711,356	32,377,587	40,882,321	8,504,734	42,876,866	1,994,545
Other Revenues	733,648	0	0	0	0	0
Transfers In	2,073,734	2,208,940	5,004,503	2,795,563	2,457,641	(2,546,862)
Expenditure Recovery	7,154,653	3,926,099	4,032,791	106,692	4,166,717	133,926
Transfer Adjustments-Sources	(1,573,734)	20,839,238	11,057,932	(9,781,306)	22,461,138	11,403,206
Use of / (Deposit to) Fund Balance	21,297,330	0	8,272,000	8,272,000	0	(8,272,000)
General Fund Support	193,853,795	204,855,484	215,948,618	11,093,134	217,854,678	1,906,060
Sources Total	290,529,423	301,252,668	326,893,048	25,640,380	332,922,061	6,029,013

USES - OPERATING EXPENDITURES

Salaries & Wages	214,832,349	216,374,790	237,303,059	20,928,269	237,787,273	484,214
Fringe Benefits	48,214,064	57,197,642	59,860,451	2,662,809	65,366,867	5,506,416
Overhead	91,536	56,234	126,727	70,493	126,727	0
Professional & Contractual Services	2,438,931	2,226,981	2,002,190	(224,791)	1,871,467	(130,723)
Materials & Supplies	4,715,871	4,936,029	5,593,776	657,747	5,065,231	(528,545)
Equipment	2,147,778	2,362,309	3,714,011	1,351,702	4,228,025	514,014
Services of Other Departments	17,010,327	17,482,948	17,577,099	94,151	17,829,949	252,850
Transfers Out	1,573,734	2,208,940	5,004,503	2,795,563	2,457,641	(2,546,862)
Transfer Adjustments-Uses	(1,573,734)	(2,208,940)	(5,004,503)	(2,795,563)	(2,457,641)	2,546,862
Uses - Operating Expenditures Total	289,450,856	300,636,933	326,177,313	25,540,380	332,275,539	6,098,226

USES - PROJECT EXPENDITURES

Facilities Maintenance	(504,097)	615,735	615,735	0	646,522	30,787
Capital Projects	1,582,664	0	100,000	100,000	0	(100,000)
Uses - Project Expenditures Total	1,078,567	615,735	715,735	100,000	646,522	(69,213)

USES BY PROGRAM RECAP

Administration & Support Services	30,079,239	31,940,284	32,974,760	1,034,476	33,174,123	199,363
Custody	0	615,735	715,735	100,000	646,522	(69,213)
Fire General	312,435	475,000	1,290,000	815,000	990,000	(300,000)
Fire Suppression	245,869,279	253,486,682	275,826,229	22,339,547	281,649,802	5,823,573
Grant Services	636,990	0	0	0	0	0
Prevention & Investigation	10,048,713	10,740,043	11,919,164	1,179,121	12,193,791	274,627
Training	3,479,045	3,994,924	4,167,160	172,236	4,267,823	100,663
Work Order Services	103,722	0	0	0	0	0
Uses by Program Recap Total	290,529,423	301,252,668	326,893,048	25,640,380	332,922,061	6,029,013

PERFORMANCE MEASURES

	2010-2011 Actual	2011-2012 Target	2011-2012 Projected	2012-2013 Target	2013-2014 Target
ADMINISTRATION-FIRE DEPARTMENT					
Educate the public in handling emergencies					
Number of citizens trained in emergency techniques and procedures	1,376	1,600	1,600	1,600	1,600
FIRE BUREAU OF TRAINING					
Train fire and rescue personnel to effectively respond to emergencies					
Number of new recruits trained	61	50	50	50	50
FIRE INVESTIGATION					
Determine the causes of fire in an effective and efficient manner					
Number of fires investigated	267	300	300	300	300
Total arson arrests	35	30	30	30	30
FIRE PREVENTION					
Prevent fire through inspection and permit services					
Number of new fire permits issued	4,175	4,000	2,200	4,000	4,000
Number of inspections made	14,796	12,000	12,000	12,000	12,000
FIRE SUPPRESSION					
Respond timely to calls for emergency assistance					
Total number of responses to emergency incidents	262,023	250,020	250,020	252,000	252,000
Number of Code 3 (Emergency) Incidents	83,437	78,000	78,000	78,000	78,000
Roll time of first unit to respond to Code 3 incidents, in seconds - 90th percentile	293	300	300	300	300
Roll time of first transport-capable company to Code 3 incidents requiring possible medical care, in seconds - 90th Percentile	559	600	600	600	600

GSA - City Administrator's Office

The General Services Agency (GSA) - City Administrator's Office (ADM) works to ensure efficient delivery of services, reduction of fiscal waste and excess, generate revenue through external and internal partnerships, and to develop a workplace atmosphere where employees are valued and challenged. The Department is dedicated to responding to all of its customers' needs in a timely and efficient manner, while complying with legal mandates.

SERVICES

The GSA - City Administrator's Office provides services through the following divisions:

311 CUSTOMER SERVICE CENTER provides prompt, courteous, and professional customer service experience over the phone and online 24 hours a day to San Francisco residents, visitors, and businesses seeking general information and government services.

ANIMAL CARE AND CONTROL is responsible for the City's stray, injured, abandoned, neglected and mistreated animals, both domestic and wild.

CIVIC ENGAGEMENT AND IMMIGRANT AFFAIRS (OCEIA) promotes civic participation and inclusive policies that improve the lives of San Francisco's residents, particularly immigrants, underserved, and vulnerable communities.

THE COMMUNITY CHALLENGE GRANT PROGRAM provides matching grants to local residents, businesses, non-profits and other community groups to make physical improvements to their neighborhoods.

COMMUNITY REINVESTMENT DIVISION is a new division of GSA that is the successor agency to the San Francisco Redevelopment Agency, responsible for managing existing obligations continuing after the Agency's dissolution.

CONTRACT MONITORING UNIT is a new division that will continue the work of the Human Rights Commission to ensure all contracts that the City enters into comply with the Equal Benefits Ordinance and Local Business Enterprise and Non-Discrimination in Contracting Ordinance.

CONVENTION FACILITIES markets and maintains the Moscone Center and provides direction to the San Francisco Travel Association in its task of promoting San Francisco as a destination for conventions, meetings and trade shows.

THE COUNTY CLERK'S OFFICE issues marriage licenses and municipal identification cards, performs civil ceremonies, and registers, certifies and/or maintains records such as domestic partnerships, notary publics, vital records and other forms.

ENTERTAINMENT COMMISSION provides permit services to the entertainment industry, acts as an ombudsman to permit applicants, and promotes entertainment as a viable and dynamic part of the City's economic engine.

GRANTS FOR THE ARTS promotes the City by supporting the arts.

MAYOR'S OFFICE ON DISABILITY (MOD) ensures that all programs, activities, services, and benefits operated or funded by the City are fully accessible to and usable by people with disabilities.

MEDICAL EXAMINER is mandated by state law to investigate sudden, unexpected, and violent deaths in the City. The office also conducts drug and poison analysis.

OFFICE OF LABOR STANDARDS ENFORCEMENT (OLSE) enforces labor laws adopted by San Francisco voters and the San Francisco Board of Supervisors.

INTERNAL SERVICES provides services to other City departments.

CAPITAL PLANNING PROGRAM is responsible for the development and implementation of the City's Capital Plan and its annual capital budget (please see the capital section at the end of the budget book for more information).

FLEET MANAGEMENT provides quality service and reduces vehicle and equipment downtime for all departments.

PURCHASING (OFFICE OF CONTRACT ADMINISTRATION) supports the procurement of the material, equipment, and services that are essential to providing governmental services for the citizens of San Francisco.

REAL ESTATE DIVISION is responsible for the property transactions of most General Fund Departments (purchases, sales and leases), assists Enterprise Departments with aspects of their real estate needs, and provides real estate consultant services to a variety

of departments, the Board of Supervisors, and to the Mayor's Office. This division is responsible for providing professional property management services to over four million square feet of improved premises in 51 different locations throughout the City.

RISK MANAGEMENT is dedicated to minimizing the risk or loss and maximizing opportunities to the City through Strategic Risk Analysis, facilitation of risk transfer, and the creation and maintenance of a culture of collaborative risk management within all City departments.

TREASURE ISLAND DEVELOPMENT AUTHORITY (TIDA) is a non-profit, public benefit agency dedicated to the economic redevelopment of former Naval Station Treasure Island.

For more information, call (415) 554-4852 or 311; or visit www.sfgsa.org

BUDGET DATA SUMMARY

	2010-2011 Actual	2011-2012 Budget	2012-2013 Proposed	Change from 2011-2012	2013-2014 Proposed	Change from 2012-2013
Total Expenditures	210,610,047	251,499,218	409,004,927	157,505,709	399,858,875	(9,146,052)
Total FTE	616	637	723	85	726	3

BUDGET ISSUES AND DETAILS

The Fiscal Year (FY) 2012-13 proposed budget of \$409.0 million for the City Administrator is \$157.5 million, or 62.6 percent, higher than the FY 2011-12 budget of \$251.5 million. This significant increase is due to the Department absorbing the former Redevelopment Agency.

The FY 2013-14 proposed budget of \$399.9 million for the City Administrator is \$9.1 million, or 2.2 percent, lower than the FY 2012-13 budget of \$409.0 million. This decrease is mainly due to reductions in contract costs, overhead costs and capital project costs.

SUCCESSOR AGENCY TO THE FORMER REDEVELOPMENT AGENCY

Under California State Assembly Bill No. X1 26 (AB 26), all redevelopment agencies in the State of California were dissolved on February 1, 2012. The City became the Successor Agency of the San Francisco Redevelopment Agency (Agency), acquiring its housing and non-housing assets, funds and enforceable obligations. All housing assets and obligations were transferred to the Mayor's

Office of Housing. All other Agency assets and obligations were transferred under the jurisdiction of the Director of the Department of Administrative Services, with the exception of property that falls under the jurisdiction of the Port of San Francisco. Staff from the Department of Administrative Services, including former Agency staff, has worked closely with the Mayor's Office, the Port, and the City's Controller's Office through this transition process to ensure that all AB 26 requirements have been met.

A required Oversight Board has been created to oversee certain actions of the Successor Agency. The Oversight Board oversees fiscal management of certain former Agency assets other than affordable housing assets, consistent with AB 26. It also exercises land use, development and design approval authority under the enforceable obligations for the Mission Bay North and South Redevelopment Project Areas, the Hunters Point Shipyard Project Area and Zone 1 of the Bayview Hunters Point Redevelopment Project Area, and part of the Transbay Redevelopment Project Area. These projects are expected to move seamlessly forward with development

and implementation, representing billions of dollars of investment, thousands of jobs and thousands of housing units which are critical to the long term economic growth for San Francisco.

Functions formerly performed by the Agency but were determined to not be legal obligations under AB 26 can no longer be done using redevelopment funds. This creates significant gaps, as the Agency did considerable work in neighborhoods including Bayview and Central Market/6th Street, as well as workforce-related work as part of its Jobs Readiness Initiative. In the proposed budget, the City takes on many of these responsibilities, using General Fund monies to deliver a work program led by the Office of Economic and Workforce Development.

FLEET MANAGEMENT

Over the next two fiscal years, Fleet Management will focus on minimizing the costs and environmental impacts of operating City vehicles by continuing to reduce the City's fleet size based on right-sizing analyses; spending approximately \$3.0 million to replace 117 older vehicles and comply with the Healthy Air and Clean Transportation Ordinance (HACTO); promoting car sharing enterprises to flexibly expand transportation for City and public use; and increasing the use of plug-in vehicles.

INVESTING IN SAN FRANCISCO

The Tourism Improvement District, in partnership with the City, is well underway with a \$56.0 million renovation of the Moscone Convention Center. Work began in August of 2010 and will complete in June 2012. Upgrades include a facelift to meeting rooms and public spaces with new carpet, ceilings, lighting and paint. As a result of these renovations, Moscone Center will become Leadership in Energy and Environmental Design (LEED) Gold Certified and have improved telecom and data capacity.

EARTHQUAKE SAFETY IMPLEMENTATION PROGRAM

The Earthquake Safety Implementation Program (ESIP) evolved out of the Community Action Plan for Seismic Safety (CAPSS), a 10-year study of earthquake impacts and recommendations contracted through the Department of Building Inspection. ESIP began in FY 2011-12 in the City Administrator's Office as a 30-year program to implement the CAPSS recommendations to minimize the impacts of earthquakes through information and education, and through the voluntary and mandatory strengthening of San Francisco's most vulnerable building stock. In FY 2012-13, the City committed \$440,000 to hire staff who will work with seismic safety experts to continue the development of this program.

CONSOLIDATION OF FUNCTIONS TO INCREASE EFFICIENCY

Surety Bond Program

The Surety Bond & Financing Assistance Program is designed to help certified small Local Business Enterprise contractors participating in City construction projects obtain and/or increase their bonding and financing capacity. In FY 2012-13, the Surety Bond program will transfer from the Human Rights Commission to the Risk Management Division of the General Services Agency.

Contract Monitoring Consolidation

Beginning in FY 2012-13, the Equal Benefits and Local Business Enterprise Divisions of the Human Rights Commission will transfer to the General Services Agency. This cost neutral transfer of functions will streamline and expedite the contract approval process for prospective vendors, encourage local entrepreneurship, and help ensure equal benefits for employees with same-sex spouses or domestic partners.

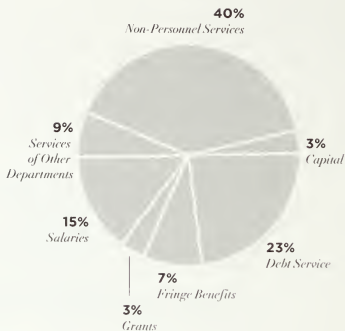
CREATING JOBS

Since FY 2010-11, the Community Ambassadors Program (CAP), a street-smart safety program, has created 30 locally-hired jobs to ameliorate community tensions and improve public safety. CAP currently operates in District 10 and District 6 along major transit and business corridors. The pilot CAP program in District 6 was so successful that the Department has decided to continue CAP in District 6 on a permanent basis moving forward. The multicultural and multilingual Ambassadors are community members who report crimes, safety hazards, and maintenance problems; staff public events; conduct surveys; and educate residents and merchants on city programs and services.

TREASURE ISLAND DEVELOPMENT AUTHORITY

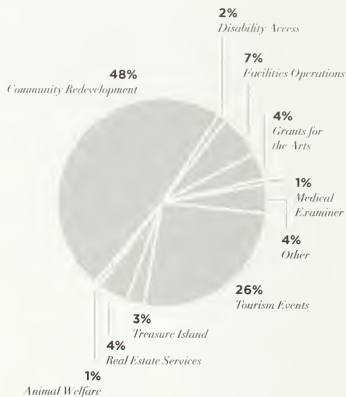
Over the next two fiscal years, TIDA will be prioritizing execution of the Economic Development Conveyance Memorandum of Understanding with the U.S. Navy for transfer of the property, as well as transfer of the first phase of properties from the Navy to TIDA. Additionally, TIDA will focus on completing approval of a Disposition and Development Agreement with Treasure Island Enterprises, LLC for expansion of the Treasure Island Marina. Finally, TIDA will focus on receipt and review of the first major phase and associated subphase applications submitted by Treasure Island Community Development, LLC, the master developer for the Treasure Island/Yerba Buena Island Development Project, along with construction of the Yerba Buena Island Ramps Improvement Project.

FY 2012-13 Department Uses by Expenditure Type



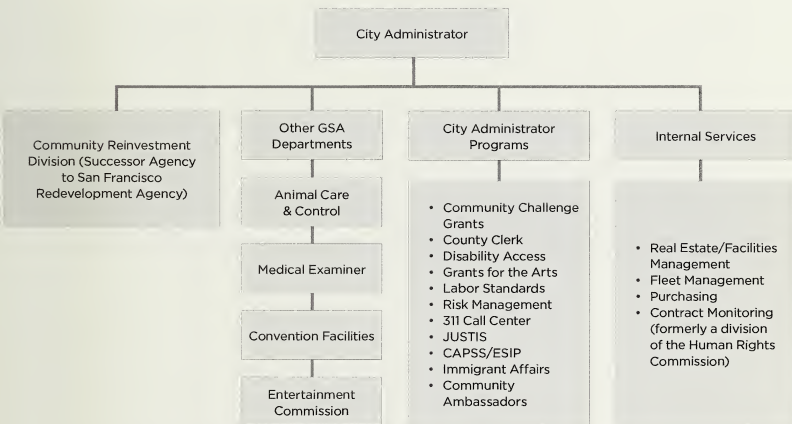
In FY 2012-13, the Department will only spend 21 percent of its budget on staff salary and fringe benefits costs.

FY 2012-13 Department Uses by Program



47.9 percent of ADM's FY 2012-13 budget is due to the Department absorbing the former Redevelopment Agency.

GSA - City Administrator's Office



TOTAL BUDGET HISTORICAL COMPARISON

	2010-11	2011-12	2012-2013		2013-2014	
	Actual	Original Budget	Proposed Budget	Chg From 2011-12	Proposed Budget	Chg From 2012-13

AUTHORIZED POSITIONS

Total Authorized	619.23	646.47	732.37	85.90	735.67	3.30
Non-operating Positions (cap/other)	(3.00)	(9.00)	(9.77)	(0.77)	(10.00)	(0.23)
Net Operating Positions	616.23	637.47	722.60	85.13	725.67	3.07

SOURCES

Local Taxes	53,816,817	53,830,000	165,251,387	111,421,387	162,743,177	(2,508,210)
Licenses & Fines	1,795,888	1,709,036	1,866,036	157,000	1,866,036	0
Use of Money or Property	26,166,809	23,341,272	35,789,533	12,448,261	37,410,701	1,621,168
Intergovernmental Revenue - Federal	9,471	0	583,181	583,181	296,639	(286,542)
Charges for Services	2,813,447	3,482,862	4,223,862	741,000	4,223,862	0
Other Revenues	332,055	345,000	16,670,546	16,325,546	8,149,746	(8,520,800)
Transfers In	10,070,807	21,252,088	23,311,267	2,059,179	21,749,846	(1,561,421)
Expenditure Recovery	100,600,117	113,686,427	126,087,326	12,400,899	127,049,363	962,037
Transfer Adjustments-Sources	(238,692)	(21,234,288)	(23,156,825)	(1,922,537)	(21,591,283)	1,565,542
Use of / (Deposit to) Fund Balance	2,113,199	8,532,200	14,697,921	6,165,721	13,415,308	(1,282,613)
General Fund Support	13,130,129	46,554,621	43,680,693	(2,873,928)	44,545,480	864,787
Sources Total	210,610,047	251,499,218	409,004,927	157,505,709	399,858,875	(9,146,052)

USES - OPERATING EXPENDITURES

Salaries & Wages	48,093,731	50,464,124	60,718,152	10,254,028	61,983,159	1,265,007
Fringe Benefits	19,932,625	21,997,083	27,783,590	5,786,507	30,341,217	2,557,627
Overhead	179,117	179,117	2,502,514	2,323,397	2,502,514	0
Professional & Contractual Services	78,249,497	102,967,456	151,319,297	48,351,841	141,136,814	(10,182,483)
Aid Assistance / Grants	10,916,138	10,204,626	14,284,626	4,080,000	14,184,626	(100,000)
Materials & Supplies	12,203,726	11,346,487	12,565,567	1,219,080	12,277,928	(287,639)
Equipment	342,256	453,006	282,509	(170,497)	169,578	(112,931)
Debt Service	506,231	506,231	96,772,851	96,266,620	97,533,195	760,344
Services of Other Departments	23,521,537	24,810,832	30,681,684	5,870,852	30,493,589	(188,095)
Transfers Out	14,739,631	33,177,720	23,211,825	(9,965,895)	21,646,283	(1,565,542)
Transfer Adjustments-Uses	(238,692)	(21,234,288)	(23,156,825)	(1,922,537)	(21,591,283)	1,565,542
Uses - Operating Expenditures Total	208,445,797	234,872,394	396,965,790	162,093,396	390,677,620	(6,288,170)

USES - PROJECT EXPENDITURES

Facilities Maintenance	307,246	425,000	425,000	0	446,250	21,250
Capital Renewal	0	1,750,000	1,120,937	(629,063)	1,940,000	819,063
Capital Projects	1,857,004	14,451,824	10,493,200	(3,958,624)	6,795,005	(3,698,195)
Uses - Project Expenditures Total	2,164,250	16,626,824	12,039,137	(4,587,687)	9,181,255	(2,857,882)

USES BY PROGRAM RECAP

311 Call Center	9,663,287	10,443,003	10,879,996	436,993	11,260,369	380,373
Animal Welfare	4,185,817	4,087,673	5,330,922	1,243,249	5,031,345	(299,577)
Capital Asset Planning	748,224	750,000	750,000	0	750,000	0
City Administrator - Administration	9,436,671	8,452,889	9,490,766	1,037,877	9,933,648	442,882
Community Ambassador Program	0	0	496,385	496,385	712,040	215,655
Community Redevelopment	0	0	141,180,844	141,180,844	128,415,792	(12,765,052)
Contract Monitoring	0	0	4,476,177	4,476,177	4,662,030	185,853

TOTAL BUDGET HISTORICAL COMPARISON

	2010-11	2011-12	2012-2013		2013-2014	
	Actual	Original Budget	Proposed Budget	Chg From 2011-12	Proposed Budget	Chg From 2012-13
County Clerk Services	1,372,508	1,892,621	1,894,985	2,364	1,951,157	56,172
Disability Access	3,513,749	9,017,747	8,424,249	(593,498)	5,894,609	(2,529,640)
Earthquake Safety Program	0	0	440,000	440,000	590,000	150,000
Entertainment Commission	643,841	761,882	765,464	3,582	789,347	23,883
Facilities Mgmt & Operations	35,564,992	40,033,686	40,499,230	465,544	42,648,710	2,149,480
Fleet Management	961,771	1,007,507	991,055	(16,452)	991,325	270
Grants For The Arts	11,449,913	11,855,054	11,888,347	33,293	11,919,728	31,381
Immigrant And Language Services	1,081,661	1,071,324	1,458,581	387,257	1,522,514	63,933
Justice Project - City Adm Office	51,670	3,143,302	3,481,495	338,193	3,404,956	(76,539)
Living Wage / Living Health (Mco/Hcao)	2,376,923	2,964,561	3,187,163	222,602	3,307,843	120,680
Medical Examiner	6,509,154	12,493,163	6,191,525	(6,301,638)	6,408,216	216,691
Moscone Expansion Project	0	0	1,700,000	1,700,000	0	(1,700,000)
Neighborhood Beautification	1,130,256	835,000	1,865,000	1,030,000	1,865,000	0
Procurement Services	4,220,881	4,698,228	5,106,654	408,426	5,264,107	157,453
Real Estate Services	21,970,475	23,312,151	26,874,789	3,562,638	27,666,662	791,873
Reproduction Services	0	5,470,996	6,025,989	554,993	6,081,205	55,216
Risk Management / General	11,389,635	12,518,041	14,325,471	1,807,430	14,361,932	36,461
Tourism Events	58,511,037	70,820,558	73,465,907	2,645,349	76,386,075	2,920,168
Treasure Island	1,392,024	1,579,439	1,758,079	178,640	1,871,150	113,071
Vehicle & Equipment Main & Fueling	24,435,558	24,290,393	26,055,854	1,765,461	26,169,115	113,261
Uses by Program Recap Total	210,610,047	251,499,218	409,004,927	157,505,709	399,858,875	(9,146,052)

PERFORMANCE MEASURES

	2010-2011 Actual	2011-2012 Target	2011-2012 Projected	2012-2013 Target	2013-2014 Target
311 CUSTOMER SERVICE CENTER					
Quality Assurance					
Quality assurance percentage score	97%	92%	96%	92%	92%
ANIMAL WELFARE					
Decrease number of animals euthanized					
Percentage of live animal releases	74%	74%	75%	76%	76%
Decrease or maintain average field emergency response time					
Field service emergency response time, in minutes	20	22	23	23	23
COUNTY CLERK SERVICES					
Streamline delivery of County Clerk services					
Percentage of customers assisted within ten minutes from the time they are ready to be served	95%	95%	90%	90%	90%
DISABILITY ACCESS					
Conduct required plan and site reviews in a timely manner					
Percentage of requests for plan reviews fulfilled within twenty business days	90%	85%	85%	85%	85%
FLEET MANAGEMENT					
Control citywide vehicle costs by reducing the number of vehicles assigned to departments					
Number of vehicles assigned to departments	906	875	892	890	880
GRANTS FOR THE ARTS					
Promote San Francisco as a tourist destination by supporting the arts and cultural community					
Number of attendees at programs and events supported by GFTA funding	9,750,000	9,600,000	9,600,000	9,650,000	9,650,000
LABOR STANDARDS ENFORCEMENT					
Implement and enforce San Francisco labor laws					
Number of education/outreach presentations made regarding the San Francisco Labor Laws	77	65	60	60	60
MEDICAL EXAMINER					
Complete cases and investigations in a timely manner					
Percentage of all notifications of families completed within 24 hours	94%	90%	94%	90%	90%
REAL ESTATE SERVICES					
Keep rental rates for City tenants below market rates					
Average occupancy rate in City-owned buildings managed by Real Estate	100%	99%	100%	95%	95%
Average per sq ft cost of City-operated buildings compared to listing rates in Civic Center	88%	90%	80%	90%	90%
TOURISM EVENTS					
Promote San Francisco as a convention destination by providing high quality services					
Percentage of client post-convention survey ratings in the above average or higher category.	83%	100%	80%	80%	80%

GSA - Public Works

The General Service Agency (GSA) - Department of Public Works (DPW) enhances the quality of life in San Francisco by providing outstanding public service. The Department of Public Works designs, builds, operates, maintains, greens and improves the City's infrastructure, public right-of-way, and facilities with skill, pride, and responsiveness in partnership with the San Francisco community.

SERVICES

The GSA-Department of Public Works provides services in the following areas:

BUILDING DESIGN AND CONSTRUCTION (FORMERLY ARCHITECTURE) provides comprehensive planning, project management, architectural and building construction management services for the development of new buildings, and the modernization of existing buildings, facilities and public urban landscape.

BUILDING REPAIR provides quality construction, repair, remodeling, and facility maintenance management services to City-owned facilities and operates the City's various draw bridges.

INFRASTRUCTURE DESIGN AND CONSTRUCTION (FORMERLY ENGINEERING) provides engineering planning, project development, design, construction management and consulting services for a range of capital improvement projects. The bureau also maintains the City's right-of-way infrastructure including streets, structures, sidewalks, curb ramps, and streetscapes.

PROJECT CONTROLS SERVICES supports the Department's capital projects by providing contract

support services, hazardous materials investigation, materials testing, contract compliance monitoring, quality assurance and quality control, cost estimating and project scheduling.

STREET AND SEWER REPAIR is responsible for street paving and repair, sewer repair, and pothole filling. In addition, the bureau constructs curb ramps and repairs stairways, landings, retaining walls, walkways, curbs, gutters, and sidewalks around City-maintained trees.

STREET ENVIRONMENTAL SERVICES AND URBAN FORESTRY uses mechanical street sweepers, strategic litter receptacle placement, and City work crews to clean streets and curbs, remove graffiti, and to pick up illegally dumped debris. The bureau also maintains the City's street trees and median landscaping.

STREET USE AND MAPPING ensures that City sidewalks and streets are safe and accessible by permitting and inspecting the use of the public right-of-way. The bureau also maintains the official City map.

For more information, call (415) 554-6920 or 311; or visit www.sfdpw.org

BUDGET DATA SUMMARY

	2010-2011 Actual	2011-2012 Budget	2012-2013 Proposed	Change from 2011-2012	2013-2014 Proposed	Change from 2012-2013
Total Expenditures	121,119,349	128,967,748	146,545,862	17,578,114	141,080,690	(5,465,172)
Total FTE	791	783	804	21	804	0

BUDGET ISSUES AND DETAILS

The Fiscal Year (FY) 2012-13 proposed budget of \$146.5 million for the DPW is \$17.5 million, or 13.6 percent, higher than the FY 2011-12 budget of \$128.9 million. A significant portion of this increase is due the addition of new limited tenure staff in the capital bureaus. These proposed staff will assist in the delivery of various capital and bond programs, including Proposition B, the Road Repaving and Street Safety Bond.

The FY 2013-14 proposed budget of \$141.0 million for DPW is \$5.4 million, or 3.7 percent, lower than the FY 2012-13 budget of \$146.5 million. This budget decrease is primarily due to decreases in capital project costs.

INVESTING IN INFRASTRUCTURE

In November 2011, San Francisco voters approved Proposition B (Prop B), a \$248.0 million Road Repaving and Street Safety General Obligation Bond measure. Through this bond measure, San Francisco will invest \$148.4 million in street resurfacing, \$50.0 million in streetscape improvements, \$22.0 million in sidewalk accessibility improvements, and \$7.3 million in the rehabilitation of bridges and other street structures over the next three years. Prop B is anticipated to create, or retain, approximately 1,600 local infrastructure related jobs and put San Franciscans back to work.

KEEPING THE CITY CLEAN

DPW remains committed to maintaining clean streets through a myriad of strategies that include partnering with the community, augmenting grant resources, enforcing the City's litter laws and right-of-way codes, and conducting community outreach on issues such as illegal dumping and graffiti abatement. To counter balance a 25 percent reduction to street cleaning staff over the past five years, DPW's proposed budget continues its flagship jobs program, the Community Corridors Apprenticeship.

This program provides full-time employment paired with hands-on and classroom training. The program prioritizes enrolling low-income San Franciscans and also assists with job placement after graduation.

The Department will also continue to participate in the Jobs Now program, run through the Human Services Agency. Jobs Now enables DPW to have 100 more people cleaning streets at any given time over the next two fiscal years.

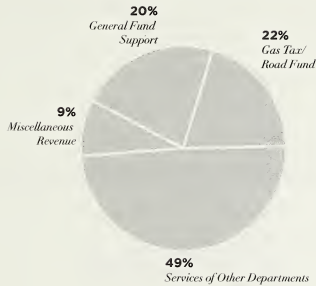
PROVIDING ACCESSIBLE RIGHTS-OF-WAY

DPW will continue to provide full access to the City's street and right-of-way network through implementation of the City's Americans with Disabilities Act (ADA) Transition Plan for Curb Ramps and Sidewalks. The Department is also actively installing curb ramps, fixing sidewalks, removing barriers, and improving paths of travel within the pedestrian network.

ADVANCING PROGRAMMATIC EFFICIENCY

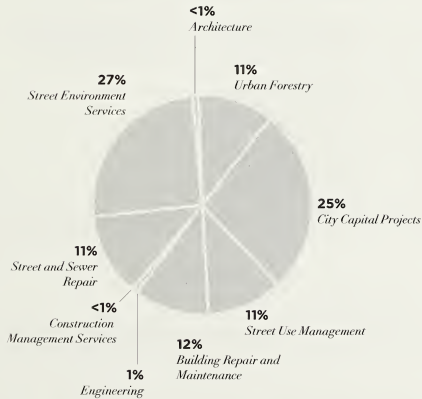
In FY 2012-13 and FY 2013-14, the Department will continue to implement DPW Stat, an internal performance management system that analyzes real time business intelligence data. Each month, DPW managers and staff meet to monitor and analyze the DPW Stat data that shows key departmental activities and performance. As a result, managers and staff are now using data-driven decision processes to effectively deploy resources and improve the quality and efficiency of service delivery. The budget environment over the past two years has forced the Department to focus more intently on improving efficiencies in order to lessen the impact of budget reductions to the public. To enhance DPW Stat in the future, the Department will move to include capital projects data into the business intelligence environment. The integration of capital project data will improve accountability of project managers and staff charged with delivering DPW's bond programs.

FY 2012-13 Department Sources



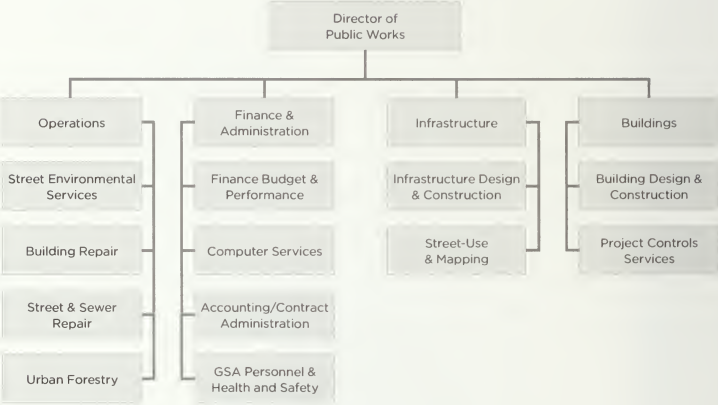
In FY 2012-13, the Department will receive 20 percent of its revenue directly from the General Fund.

FY 2012-13 Department Uses



In FY 2012-13, spending on City Capital Projects makes up 25 percent of the Department's budget.

GSA - Public Works



TOTAL BUDGET HISTORICAL COMPARISON

	2010-11	2011-12	2012-2013		2013-2014	
	Actual	Original Budget	Proposed Budget	Chg From 2011-12	Proposed Budget	Chg From 2012-13

AUTHORIZED POSITIONS

Total Authorized	1,147.38	1,146.17	1,212.90	66.73	1,217.58	4.68
Non-operating Positions (cap/other)	(356.00)	(362.93)	(408.77)	(45.84)	(413.00)	(4.23)
Net Operating Positions	791.38	783.24	804.13	20.89	804.58	0.45

SOURCES

Licenses & Fines	861,935	585,100	501,500	(83,600)	512,000	10,500
Use of Money or Property	293,447	41,661	123,661	82,000	123,661	0
Intergovernmental Revenue - Federal	11,508,137	0	0	0	10,000,000	10,000,000
Intergovernmental Revenue - State	31,699,212	31,025,781	32,032,621	1,006,840	32,670,414	637,793
Intergovernmental Revenue - Other	1,489,571	2,500,000	0	(2,500,000)	0	0
Charges for Services	17,709,746	9,914,846	11,923,157	2,008,311	12,203,507	280,350
Other Revenues	1,651,176	0	0	0	0	0
Transfers In	5,698,664	2,163,715	2,168,617	4,902	2,524,151	355,534
Expenditure Recovery	79,376,499	116,668,037	123,143,684	6,475,647	127,189,154	4,045,470
Transfer Adjustments-Sources	(50,012,953)	(57,665,118)	(51,749,319)	5,915,799	(62,334,387)	(10,585,068)
Use of / (Deposit to) Fund Balance	9,238,834	0	0	0	0	0
General Fund Support	11,605,081	23,733,726	28,401,941	4,668,215	18,192,190	(10,209,751)
Sources Total	121,119,349	128,967,748	146,545,862	17,578,114	141,080,690	(5,465,172)

USES - OPERATING EXPENDITURES

Salaries & Wages	40,916,885	61,989,501	66,505,145	4,515,644	67,807,211	1,302,066
Fringe Benefits	21,741,133	31,056,873	33,061,242	2,004,369	36,393,427	3,332,185
Overhead	32,125,550	31,969,649	32,337,002	367,353	33,348,961	1,011,959
Professional & Contractual Services	6,046,126	5,508,612	4,996,048	(512,564)	8,811,612	3,815,564
Materials & Supplies	4,417,719	2,241,701	2,317,124	75,423	2,309,649	(7,475)
Equipment	2,005,637	2,931,923	2,940,842	8,919	2,035,044	(905,798)
Debt Service	(1)	0	201,887	201,887	201,887	0
Services of Other Departments	23,177,879	24,497,865	24,898,404	400,539	24,391,178	(507,226)
Transfers Out	5,030,670	2,430,207	2,435,109	4,902	2,657,397	222,288
Transfer Adjustments-Uses	(50,012,953)	(57,665,118)	(60,021,319)	(2,356,201)	(62,334,387)	(2,313,068)
Uses - Operating Expenditures Total	85,448,645	104,961,213	109,671,484	4,710,271	115,621,979	5,950,495

USES - PROJECT EXPENDITURES

Facilities Maintenance	360,255	2,824,500	3,001,800	177,300	3,251,115	249,315
Capital Renewal	0	18,980,699	18,080,312	(900,387)	19,347,385	1,267,073
Capital Projects	35,310,449	2,201,336	15,792,266	13,590,930	2,860,211	(12,932,055)
Uses - Project Expenditures Total	35,670,704	24,006,535	36,874,378	12,867,843	25,458,711	(1,415,667)

USES BY PROGRAM RECAP

Architecture	1,852,433	471,617	414,630	(56,987)	415,741	1,111
Building Repair And Maintenance	11,764,179	17,960,448	18,120,423	159,975	18,824,370	703,947
City Capital Projects	37,968,701	26,289,510	37,454,377	11,164,867	29,735,698	(7,718,679)
Construction Management Services	1,143,996	278,274	217,264	(61,010)	217,926	662
Engineering	3,202,870	712,475	883,494	171,019	881,068	(2,426)

TOTAL BUDGET HISTORICAL COMPARISON

	2010-11	2011-12	2012-2013		2013-2014	
	Actual	Original Budget	Proposed Budget	Chg From 2011-12	Proposed Budget	Chg From 2012-13
General Administration	1,098,907	0	0	0	0	0
Street And Sewer Repair	9,688,371	14,588,464	16,794,524	2,206,060	17,187,400	392,876
Street Environmental Services	37,832,602	38,216,141	39,873,881	1,657,740	40,032,524	158,643
Street Use Management	7,003,166	14,149,931	16,154,611	2,004,680	16,600,241	445,630
Urban Forestry	9,564,124	16,300,888	16,632,658	331,770	17,185,722	553,064
Uses by Program Recap Total	121,119,349	128,967,748	146,545,862	17,578,114	141,080,690	(5,465,172)

PERFORMANCE MEASURES

	2010-2011 Actual	2011-2012 Target	2011-2012 Projected	2012-2013 Target	2013-2014 Target
ARCHITECTURE					
Develop accurate construction cost estimates for City projects					
Percentage of construction contracts advertised wherein the lowest bid received is within a range of 80% to 110% of the architect's estimate	100%	90%	75%	90%	90%
CONSTRUCTION MANAGEMENT SERVICES					
Track City construction project costs					
Percentage change order cost to original contracts, for projects exceeding \$2 million	14.5%	18.0%	11.0%	14.4%	14.4%
Develop accurate construction cost estimates for City projects					
Percentage change order cost to original contracts, due to errors and omissions in design, for projects exceeding \$2 million	2.7%	4.0%	2.5%	3.2%	3.2%
ENGINEERING					
Develop accurate construction cost estimates for City projects					
Percentage of construction contracts advertised wherein the lowest bid received is within a range of 80% to 110% of the engineer's estimate	68%	75%	75%	75%	75%
Maintain quality of City streets through repaving program					
Number of blocks of City streets repaved	427	300	259	420	520
STREET AND SEWER REPAIR SERVICES					
Maintain City streets in good repair					
Number of potholes repaired	14,371	15,000	15,000	15,000	15,000
Percentage of potholes repaired within 72 hours of request	66%	75%	85%	85%	85%
STREET ENVIRONMENTAL SERVICES					
Maintain cleanliness of City streets/sidewalks, through direct services as well as regulations and education					
Percentage of street cleaning requests abated within 48 hours	91%	85%	85%	85%	85%
Percentage of graffiti requests abated within 48 hours (public property)	64%	65%	65%	70%	70%
URBAN FORESTRY					
Maximize San Francisco's urban forest canopy cover					
Number of street trees planted by DPW	358	305	305	313	311

GSA - Technology

The General Services Agency (GSA) - Department of Technology (TIS/DT) provides high-quality, cost-effective, customer-focused information technology and telecommunications solutions.

SERVICES

The GSA-Department of Technology provides services through the following divisions:

ENTERPRISE TECHNOLOGY OFFICE manages the ongoing support and upgrade of the City's information technology infrastructure. This includes building and maintaining the voice, video, and data networks, which support the City's computing needs, and maintaining and operating the City's data center, which houses the hardware that supports enterprise applications such as the centralized financial system, e-mail and Geographic Information Systems (GIS). In addition, this division maintains the public safety, mission-critical wireless and wired communication and information systems of the City's Emergency Management, Fire, and Police departments. These systems include the 9-1-1 dispatch network, outdoor public warning system, emergency telephone system, and all wireless radio systems.

CUSTOMER SERVICE AND APPLICATIONS provide enterprise technology support services to all City departments, including requirements gathering, business process mapping and reengineering, and software

development. This division also serves as the primary point of customer contact through the operation of a Customer Support Help Desk. Additionally, this division oversees security services, disaster planning, and the project management office for the Department.

MEDIA AND POLICY supports the Committee on Information Technology (COIT), the City's technology governance body, to develop citywide IT policies and strategy. Additionally this group operates the award winning SFGovTV, the City's website, and e-Government initiatives.

ADMINISTRATION provides a single point of contact to ensure high-quality, efficient, and effective communications and services to the DT's clients. This program is also responsible for contract management and procurement, Citywide Enterprise Agreements, accounting and budgetary functions, enterprise telephone billing, human resources, and administration.

For more information call (415) 581-4000 or 311; or visit www.sfgov.org/dt

BUDGET DATA SUMMARY

	2010-2011 Actual	2011-2012 Budget	2012-2013 Proposed	Change from 2011-2012	2013-2014 Proposed	Change from 2012-2013
Total Expenditures	76,724,769	74,183,448	75,914,891	1,731,443	73,070,818	(2,844,073)
Total FTE	210	196	199	3	206	7

BUDGET ISSUES AND DETAILS

The Fiscal Year (FY) 2012-13 proposed budget of \$75.9 million for DT is \$1.7 million, or 2.2 percent, higher than the FY 2011-12 budget of \$74.2 million. A significant portion of this increase is due to increases in salary and fringe benefits costs, contract costs, and other changes to the Departments overhead costs.

The FY 2013-14 proposed budget of \$73.1 million for DT is \$2.8 million, or 3.7 percent, lower than the FY 2012-13 budget of \$75.9 million. This decrease is due to the reduction of Department expenditures and the use of fund balance.

STRATEGIC INITIATIVES

Long-Term Planning

The Committee on Information Technology (COIT) approved the City's first Information and Communications Technology (ICT) Plan, as required by the San Francisco Administrative Code. The ICT Plan outlines 10 foundational initiatives for the City to address over the Plan's five-year timeframe and highlights DT's role in coordinating these initiatives. DT is responsible for maintaining technological infrastructure and implementing innovative applications needed to enhance core operations and improve services to residents. Recognizing the fiscal challenges faced by the City, the plan includes a strategy to align the cost of new initiatives with available resources over the next five years.

Data Center Consolidation

The Department is leading the Citywide Data Center Consolidation Project. Working collaboratively with other City department IT leaders, DT will merge the numerous department-specific data centers and equipment into the Department of Technology's data center at 200 Paul Avenue and into a new facility at the San Francisco Airport. This project will optimize resources citywide by reducing the square footage needed to house equipment, reducing new equipment purchases through virtualization of servers, and allowing for staffing efficiencies. Upgraded facilities will also improve the City's preparation for and resilience in the case of a disaster.

Citywide Initiatives

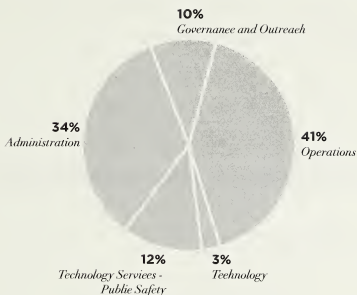
In accordance with the ICT Plan, the Department continues to focus on supporting citywide enterprise technology that will create operational and budgetary efficiencies while better serving its customers. These investments include a new consolidated citywide email system, an expanded and more redundant fiber network, increased network security enhancements, and collaborative tools.

The Department also continues to expand broadband adoption in San Francisco through implementation of the federally funded Broadband Technology Opportunities Program (BTOP), and develop new revenue generating initiatives using the Department's fiber assets.

In particular, DT will focus on the following initiatives over the next two fiscal years:

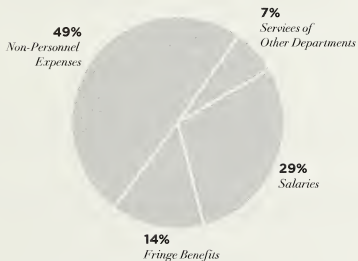
- **Mobile Services** – implement new mobile phone and tablet solutions with the goal of improving access to City services and information online;
- **Social Media** – increase online engagement of residents with the goal of improving service online;
- **City Free Wi-fi** – provide free accessible wireless connectivity for SF citizens and visitors at various popular and populated areas across the City. Sponsorship from City business partners will keep the City's cost for these services extremely low;
- **Security** – invest in the City's IT security to safeguard its networks and infrastructure from ongoing security risks and threats;
- **Fiber Services** – continue efforts to build a comprehensive City fiber network;
- **Cloud Email** – consolidate various email platforms onto a cloud based solution.

FY 2012-13 Department Uses by Service Area



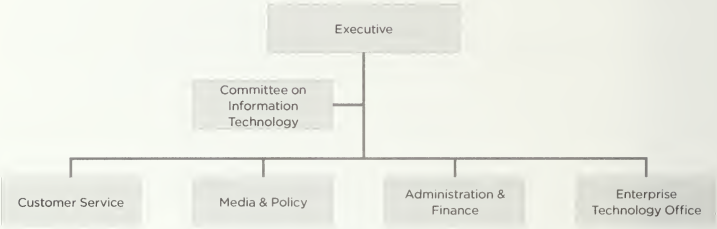
The Department's main service area is Operations. Operations manages the ongoing support and upgrades to the City's IT infrastructure. Two critical projects being led by DT are the implementation of the new citywide email system and consolidation of the City's data centers.

FY 2012-13 Department Uses by Expenditure Type



Non-Personnel Expenses make up the majority of Department expenditures at 49.0 percent. Included in these expenses are IT equipment and licensing fees.

GSA - Technology



TOTAL BUDGET HISTORICAL COMPARISON

	2010-11	2011-12	2012-2013		2013-2014	
	Actual	Original Budget	Proposed Budget	Chg From 2011-12	Proposed Budget	Chg From 2012-13

AUTHORIZED POSITIONS

Total Authorized	240.93	227.23	233.42	6.19	240.33	6.91
Non-operating Positions (cap/other)	(31.00)	(31.00)	(34.00)	(3.00)	(34.00)	0.00
Net Operating Positions	209.93	196.23	199.42	3.19	206.33	6.91

SOURCES

Licenses & Fines	2,505,160	2,253,703	2,482,058	228,355	2,482,058	0
Use of Money or Property	43,875	74,500	64,148	(10,352)	64,738	590
Intergovernmental Revenue - Federal	221,212	0	0	0	0	0
Charges for Services	60	0	0	0	0	0
Other Revenues	3,391	0	0	0	0	0
Transfers In	227,675	0	0	0	0	0
Expenditure Recovery	77,303,651	63,385,960	68,480,441	5,094,481	67,861,947	(618,494)
Transfer Adjustments-Sources	(227,675)	0	0	0	0	0
Use of / (Deposit to) Fund Balance	(5,438,746)	7,030,159	3,280,653	(3,749,506)	1,014,120	(2,266,533)
General Fund Support	2,086,166	1,439,126	1,607,591	168,465	1,647,955	40,364
Sources Total	76,724,769	74,183,448	75,914,891	1,731,443	73,070,818	(2,844,073)

USES - OPERATING EXPENDITURES

Salaries & Wages	21,002,743	20,139,038	21,573,630	1,434,592	22,634,356	1,060,726
Fringe Benefits	8,421,515	8,709,462	9,286,866	577,404	10,567,884	1,281,018
Overhead	2,348,184	1,244,642	1,652,566	407,924	1,634,053	(18,513)
Professional & Contractual Services	30,183,068	33,123,615	33,746,011	622,396	30,363,406	(3,382,605)
Aid Assistance / Grants	141,595	0	0	0	0	0
Materials & Supplies	3,846,538	2,659,118	3,174,036	514,918	1,891,436	(1,282,600)
Equipment	4,441,818	2,827,300	1,820,407	(1,006,893)	1,857,371	36,964
Services of Other Departments	5,109,555	5,480,273	4,661,375	(818,898)	4,122,312	(539,063)
Transfers Out	578,450	0	0	0	0	0
Transfer Adjustments-Uses	(227,675)	0	0	0	0	0
Uses - Operating Expenditures Total	75,845,791	74,183,448	75,914,891	1,731,443	73,070,818	(2,844,073)

USES - PROJECT EXPENDITURES

Capital Projects	878,978	0	0	0	0	0
Uses - Project Expenditures Total	878,978	0	0	0	0	0

USES BY PROGRAM RECAP

Administration	22,326,166	25,574,713	23,541,789	(2,032,924)	23,873,975	332,186
Governance And Outreach	5,321,682	7,547,473	9,117,365	1,569,892	8,580,582	(536,783)
Operations	28,604,893	30,611,314	31,583,200	971,886	28,808,128	(2,775,072)
Reproduction Services	6,041,964	0	0	0	0	0
Technology	3,000,627	1,806,574	2,601,035	794,461	2,664,080	63,045
Technology Services:Public Safety	11,429,437	8,643,374	9,071,502	428,128	9,144,053	72,551
Uses by Program Recap Total	76,724,769	74,183,448	75,914,891	1,731,443	73,070,818	(2,844,073)

PERFORMANCE MEASURES

	2010-2011 Actual	2011-2012 Target	2011-2012 Projected	2012-2013 Target	2013-2014 Target
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ENTERPRISE OPERATIONS

Ensure high availability of the systems managed by DT

Network Up Time	99.82%	99.90%	99.90%	99.00%	99.00%
E-mail System	99.98%	99.90%	99.00%	99.00%	99.00%

General City Responsibility

General City Responsibility is a departmental designation for expenditures that are citywide in nature. For example, General Fund payment of claims, retiree subsidies or health services administration costs are budgeted in General City Responsibility rather than allocating costs to General Fund departments.

TOTAL BUDGET - HISTORICAL COMPARISON

	2010-11	2011-12	2012-2013		2013-2014	
	Actual	Original Budget	Proposed Budget	Chg From 2011-12	Proposed Budget	Chg From 2012-13

SOURCES

Local Taxes	172,898,780	188,842,548	174,028,400	(14,814,148)	179,939,800	5,911,400
Licenses & Fines	(53,000)	0	0	0	0	0
Use of Money or Property	4,861,719	95,000	180,000	85,000	240,000	60,000
Intergovernmental Revenue - State	762,157	750,000	750,000	0	750,000	0
Other Revenues	9,073,149	15,896,447	21,060,388	5,163,941	11,120,000	(9,940,388)
Transfers In	24,871,634	12,154,924	266,492	(11,888,432)	133,246	(133,246)
Transfer Adjustments-Sources	(7,254,720)	0	0	0	0	0
Use of / (Deposit to) Fund Balance	79,628,375	0	0	0	0	0
General Fund Support	619,451,981	357,414,480	418,890,746	61,476,266	387,548,350	(31,342,396)
Sources Total	904,240,075	575,153,399	615,176,026	40,022,627	579,731,396	(35,444,630)

USES - OPERATING EXPENDITURES

Salaries & Wages	(1,247)	0	0	0	0	0
Fringe Benefits	55,807,502	58,155,606	62,654,915	4,499,309	68,189,688	5,534,773
Professional & Contractual Services	19,296,472	11,828,869	12,685,899	857,030	12,735,899	50,000
Aid Assistance / Grants	0	0	4,496,200	4,496,200	4,496,200	0
Materials & Supplies	138	0	0	0	0	0
Equipment	0	9,446,447	11,070,388	1,623,941	3,560,380	(7,510,008)
Debt Service	200,685,837	189,859,040	175,044,892	(14,814,148)	180,823,046	5,778,154
Services of Other Departments	11,374,359	13,529,972	13,759,635	229,663	14,043,982	284,347
Transfers Out	624,331,734	234,165,965	268,222,597	34,056,632	239,514,701	(28,707,896)
Budgetary Reserves	0	55,917,500	64,241,500	8,324,000	53,367,500	(10,874,000)
Transfer Adjustments-Uses	(7,254,720)	0	0	0	0	0
Uses - Operating Expenditures Total	904,240,075	572,903,399	612,176,026	39,272,627	576,731,396	(35,444,630)

USES - PROJECT EXPENDITURES

Capital Projects	0	2,250,000	3,000,000	750,000	3,000,000	0
Uses - Project Expenditures Total	0	2,250,000	3,000,000	750,000	3,000,000	0

USES BY PROGRAM RECAP

General City Responsibilities	868,372,221	568,358,399	601,078,626	32,720,227	565,362,596	(35,716,030)
General Fund Unallocated	35,867,854	0	0	0	0	0
Indigent Defense/Grand Jury	0	250,000	750,000	500,000	750,000	0
Non Program	0	0	3,177,400	3,177,400	3,088,800	(88,600)
Retiree Health Care - Prop B	0	6,545,000	10,170,000	3,625,000	10,530,000	360,000
Uses by Program Recap Total	904,240,075	575,153,399	615,176,026	40,022,627	579,731,396	(35,444,630)

General Fund Unallocated



General Fund Unallocated is a department designation for revenues that are not directly attributable to a city department. For example, undesignated property taxes, business taxes and hotel taxes are deposited into General Fund Unallocated. The benefits of these revenues are spread to departments in the form of a General Fund subsidy allocation.

TOTAL BUDGET – HISTORICAL COMPARISON

	2010-11	2011-12	2012-2013		2013-2014	
	Actual	Original Budget	Proposed Budget	Chg From 2011-12	Proposed Budget	Chg From 2012-13

SOURCES

Local Taxes	2,036,124,468	1,995,854,017	2,240,600,900	244,746,883	2,324,737,200	84,136,300
Licenses & Fines	21,548,139	19,402,000	20,718,000	1,316,000	21,035,000	317,000
Use of Money or Property	1,314,035	2,272,000	2,894,191	622,191	1,831,498	(1,062,693)
Intergovernmental Revenue - Federal	15,926	0	0	0	0	0
Intergovernmental Revenue - State	19,871,853	(9,450,000)	(11,161,000)	(1,711,000)	3,895,700	15,056,700
Charges for Services	9,440,602	11,350,657	13,096,954	1,746,297	13,096,954	0
Other Revenues	757,317	100,000	50,000	(50,000)	1,654,000	1,604,000
Transfers In	176,753,436	166,220,019	196,820,597	30,600,578	167,337,701	(29,482,896)
Use of / (Deposit to) Fund Balance	(266,508,442)	167,180,028	107,079,954	(60,100,074)	107,008,369	(71,585)
General Fund Support	(1,989,195,428)	(2,352,928,721)	(2,570,099,596)	(217,170,875)	(2,640,596,422)	(70,496,826)
Sources Total	10,121,906	0	0	0	0	0

USES - OPERATING EXPENDITURES

Transfers Out	10,121,906	0	0	0	0	0
Uses - Operating Expenditures Total	10,121,906	0	0	0	0	0

USES BY PROGRAM RECAP

General Fund Unallocated	6,143,000	0	0	0	0	0
No Community	3,978,906	0	0	0	0	0
Uses by Program Recap Total	10,121,906	0	0	0	0	0

Health Services System

The Health Services System (HSS) administers and manages health benefits for more than 105,000 active employees, retirees and dependents from four employers: City and County of San Francisco; San Francisco Unified School District; Community College District; and the Superior Court.

SERVICES

The Health Services System provides services through the following divisions:

ADMINISTRATION develops policy recommendations, rates and benefits analysis, and plan designs to proactively manage health care costs; coordinates monthly Health Service Board meetings; oversees plan provider/ vendor selections and performance analyses; oversees Department management; and maintains relationships with employers, departments, providers/vendors and external partners.

FINANCE ensures the timeliness and accuracy of over 12,500 annual financial transactions; conducts the Charter-mandated ten-county rates survey; calculates over 1,000 annual premium rates; oversees the Health Service Trust Fund external audit; and routinely reports on the Trust Fund and administrative budget.

OPERATIONS provides benefits counseling and enrollment support to more than 105,000 HSS members

and dependents; maintains regulatory compliance and membership rules; conducts eligibility audits; and manages data exchange and information technology related to benefits administration, including the transition to PeopleSoft 9.0.

COMMUNICATIONS oversees the distribution of 65,000 annual Open Enrollment packets; maintains a benefits website viewed by 53,000 members each year; organizes a health fair for over 3,000 attendees; and reviews all vendor communications to HSS members for clarity and accuracy.

HEALTH PROMOTION AND WELLNESS coordinates wellness councils and creates opportunities for wellness programming designed to proactively manage health care costs. HSS oversees the City's Employee Assistance Program (EAP), which provides behavioral health services and workshops.

For more information, call (415) 554-1727; or visit www.myhss.org

BUDGET DATA SUMMARY

	2010-2011 Actual	2011-2012 Budget	2012-2013 Proposed	Change from 2011-2012	2013-2014 Proposed	Change from 2012-2013
Total Expenditures	5,939,599	6,462,314	6,598,440	136,126	6,768,040	169,600
Total FTE	35	35	35	0	35	0

BUDGET ISSUES AND DETAILS

The Fiscal Year (FY) 2012-13 proposed budget of \$6.6 million for HSS is \$0.1 million, or 2.1 percent, higher than the FY 2011-12 budget of \$6.5 million. A significant portion of this increase is due to HSS experiencing an increase in salaries, benefits, and workers' compensation costs, which are partially offset by a reduction in Department consulting and legal services.

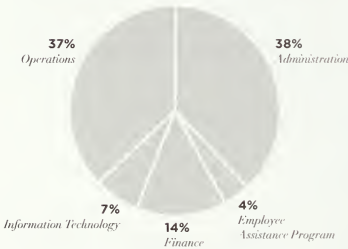
The FY 2013-14 proposed budget of \$6.8 million for HSS is \$0.2 million, or 2.5 percent, higher than the FY 2012-13 budget of \$6.6 million. To offset rising salary and fringe benefits costs, HSS has reduced consulting services by 4.3 percent, and increased revenue from forfeitures by 29.2 percent.

ACCOUNTABLE CARE ORGANIZATIONS

HSS is continuing to develop and implement innovative strategies to provide quality health care benefits and identify cost drivers in order to contain costs for both the

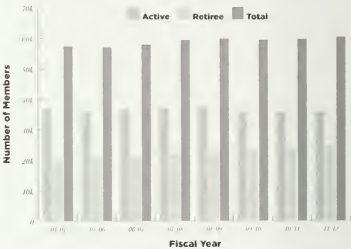
City, and its employees and retirees. The use of Accountable Care Organizations (ACOs) is one innovative strategy the Department is employing. ACOs are designed to lower health care spending and growth, improve care for patients, and preserve the financial viability for physicians and hospitals.

FY 2012-13 Department Uses



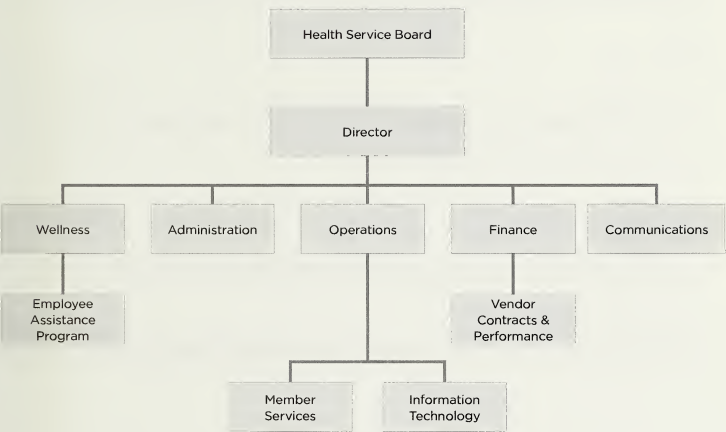
37 percent of the Department's budget is used for operational expenses.

HSS Membership Trend



Retirees have steadily grown as a percentage of HSS members.

Health Services System



TOTAL BUDGET – HISTORICAL COMPARISON

	2010-11	2011-12	2012-2013		2013-2014	
	Actual	Original Budget	Proposed Budget	Chg From 2011-12	Proposed Budget	Chg From 2012-13

AUTHORIZED POSITIONS

Total Authorized	36.99	36.82	37.10	0.28	36.97	(0.13)
Non-operating Positions (cap/other)	(2.00)	(2.00)	(2.00)	0.00	(2.00)	0.00
Net Operating Positions	34.99	34.82	35.10	0.28	34.97	(0.13)

SOURCES

Charges for Services	7,575	0	0	0	0	0
Other Revenues	200,965	167,355	167,355	0	167,355	0
Expenditure Recovery	6,067,582	6,294,959	6,431,085	136,126	6,600,685	169,600
General Fund Support	(336,523)	0	0	0	0	0
Sources Total	5,939,599	6,462,314	6,598,440	136,126	6,768,040	169,600

USES - OPERATING EXPENDITURES

Salaries & Wages	2,553,361	2,776,040	2,978,293	202,253	3,016,827	38,534
Fringe Benefits	1,246,144	1,361,937	1,462,072	100,135	1,616,194	154,122
Professional & Contractual Services	1,411,310	1,634,802	1,520,870	(113,932)	1,496,928	(23,942)
Materials & Supplies	33,585	31,944	35,626	3,682	35,626	0
Services of Other Departments	695,199	657,591	601,579	(56,012)	602,465	886
Uses - Operating Expenditures Total	5,939,599	6,462,314	6,598,440	136,126	6,768,040	169,600

USES BY PROGRAM RECAP

Health Service System	5,939,599	6,462,314	6,598,440	136,126	6,768,040	169,600
Uses by Program Recap Total	5,939,599	6,462,314	6,598,440	136,126	6,768,040	169,600

PERFORMANCE MEASURES

	2010-2011 Actual	2011-2012 Target	2011-2012 Projected	2012-2013 Target	2013-2014 Target
HEALTH SERVICE SYSTEM					
Improve customer service					
Average time to answer telephone calls (in seconds)	38	30	28	30	30
Average call abandonment rate	2.6%	5.0%	3.0%	5.0%	5.0%
Average wait time (in minutes)	4	10	4	10	10
Percentage of staff who are bilingual	62%	25%	50%	25%	25%
Percentage of appeals responded to within 30 days and appeals not reaching the Health Service Board	100%	95%	95%	95%	95%
Improve the accuracy and timeliness of financial reporting and payments					
Percentage of payments to vendors made on or before the due date	99%	99%	99%	99%	99%
Percentage of accounts current in premium payments (delinquent less than 60 days)	100%	100%	100%	100%	100%
Improve the monitoring of contracts and communications with contract vendors					
Percentage of vendor contracts that include performance guarantees	100%	100%	100%	100%	100%
Membership satisfaction					
Percentage of survey respondents who found HSS Fair beneficial	85%	85%	85%	85%	85%
Percentage of survey respondents who rate HSS service good or better	80%	80%	80%	80%	80%
Percentage of survey respondents who find HSS website informative	80%	80%	80%	80%	80%

Human Resources

The Department of Human Resources (DHR) recruits, engages, and develops the City's workforce to meet the expectations and service needs of San Franciscans.

SERVICES

The Department of Human Resources provides services through the following divisions:

EMPLOYMENT SERVICES includes the Recruitment and Assessment Services team, the Client Service team, the Classification and Compensation team, and the Employment Information Services team. These teams provide innovative human resources solutions, technical consultation, and direct services in all operational areas of the City's human resources programs. They are also responsible for ensuring equal employment opportunity and the application of merit system principles.

EMPLOYEE RELATIONS negotiates and administers the provisions of collective bargaining agreements between the City and County of San Francisco and the labor organizations that represent City employees, and engages in legally required meet and confer processes regarding issues within the scope of representation. Employee Relations staff advises departmental representatives in the interpretation of contractual provisions; manages and reviews all grievances related to contract interpretation/application and disciplinary actions; and evaluates bargaining unit assignments for city classifications.

EQUAL EMPLOYMENT OPPORTUNITY (EEO) provides professional consultation to applicants, employees, and departments in the areas of equal

employment opportunity, employment discrimination and harassment, and accommodation of persons with disabilities. EEO staff also trains supervisors and managers to prevent workplace harassment, and implement investigation and alternative dispute resolution of harassment and employment discrimination complaints.

WORKERS' COMPENSATION administers benefits related to industrial injuries and illnesses in compliance with state and local laws and regulations, coordinates citywide safety and prevention efforts, and facilitates return-to-work programs.

WORKFORCE DEVELOPMENT AND TRAINING develops and presents citywide professional training programs and organizational design consultation to City departments, manages succession planning programs, and designs and implements internship and apprenticeship programs.

ADMINISTRATION, FINANCE, BUDGET, AND INFORMATION SERVICES provides internal administrative support to ensure efficient department operations.

For more information, call (415) 557-4800; or visit www.sfdhr.org

BUDGET DATA SUMMARY

	2010-2011 Actual	2011-2012 Budget	2012-2013 Proposed	Change from 2011-2012	2013-2014 Proposed	Change from 2012-2013
Total Expenditures	73,248,944	72,892,535	74,037,528	1,144,993	76,345,522	2,307,994
Total FTE	119	123	127	4	125	(2)

BUDGET ISSUES AND DETAILS

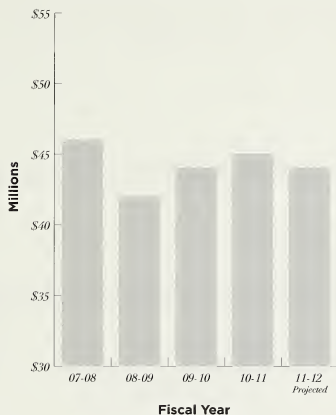
The Fiscal Year (FY) 2012-13 proposed budget of \$74.0 million for DHR is \$1.1 million, or 1.5 percent, higher than the FY 2011-12 budget of \$72.9 million. A significant portion of this increase is due to higher workers' compensation claims costs.

The FY 2013-14 proposed budget of \$76.3 million for DHR is \$2.3 million, or 3.1 percent, higher than the FY 2012-13 budget of \$74.0 million. A significant portion of this increase is also due to higher workers' compensation claims costs. In addition, the Department's Labor Project budget will increase due to anticipated contract negotiations for City employees' wages and benefits.

LABOR NEGOTIATIONS

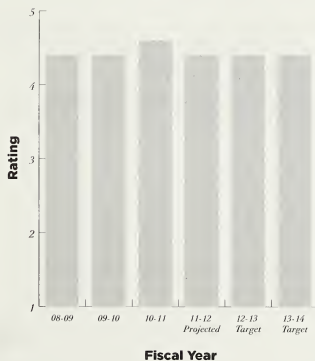
During FY 2011-12, the Department undertook a large negotiation with 27 of the City's open contracts. In FY 2012-13, all contracts will remain closed, therefore the Department reduced costs from FY 2011-12 to FY 2012-13 by \$0.4 million. However, in FY 2013-14, some contracts are anticipated to be open, and the Department's costs are increasing as a result.

Total Workers' Compensation Claims Costs



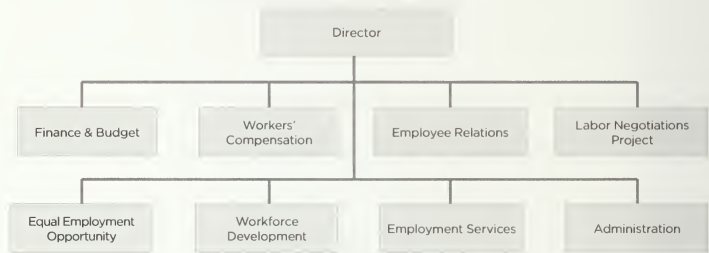
Annual claims costs decreased by 3 percent from a high of 46 million in FY 2007-08.

Average rating of DHR workshops by participants (1-5 scale, where 1 fair and 5 excellent)



Participants tend to rate workshops a 4 or 5. Any score from 4 to 5 is deemed to be high performance. Over the last five years, participants have rated DHR workshops at 4.5.

Human Resources



TOTAL BUDGET HISTORICAL COMPARISON

	2010-11	2011-12	2012-2013		2013-2014	
	Actual	Original Budget	Proposed Budget	Chg From 2011-12	Proposed Budget	Chg 12-13

AUTHORIZED POSITIONS

Total Authorized	118.52	123.06	126.77	3.71	124.91	(1.86)
Net Operating Positions	118.52	123.06	126.77	3.71	124.91	(1.86)

SOURCES

Expenditure Recovery	62,521,933	63,289,326	64,498,540	1,209,214	66,458,258	1,959,718
Use of / (Deposit to) Fund Balance	122,164	0	0	0	0	0
General Fund Support	10,604,847	9,603,209	9,538,988	(64,221)	9,887,264	348,276
Sources Total	73,248,944	72,892,535	74,037,528	1,144,993	76,345,522	2,307,994

USES - OPERATING EXPENDITURES

Salaries & Wages	10,900,775	10,505,056	11,093,827	588,771	11,131,067	37,240
Fringe Benefits	4,426,052	4,291,940	4,679,352	387,412	5,120,801	441,449
Professional & Contractual Services	54,225,550	54,127,905	54,242,846	114,941	55,967,026	1,724,180
Materials & Supplies	138,311	138,313	138,313	0	138,313	0
Services of Other Departments	3,558,256	3,829,312	3,883,190	53,878	3,988,315	105,125
Uses - Operating Expenditures Total	73,248,944	72,892,526	74,037,528	1,145,002	76,345,522	2,307,994

USES BY PROGRAM RECAP

Administration	936,575	475,055	957,074	482,019	842,810	(114,264)
Class And Compensation	24,275	682,436	603,795	(78,641)	631,758	27,963
Employee Relations	5,003,858	4,503,242	4,291,925	(211,317)	4,606,694	314,769
Equal Employment Opportunity	1,138,351	1,104,017	1,165,098	61,081	1,206,976	41,878
Recruit/ Assess/ Client Services	7,466,512	7,083,196	7,333,853	250,657	7,491,820	157,967
Workers Compensation	57,751,134	58,195,173	58,926,338	731,165	60,790,066	1,863,728
Workforce Development	928,239	849,407	759,445	(89,962)	775,398	15,953
Uses by Program Recap Total	73,248,944	72,892,526	74,037,528	1,145,002	76,345,522	2,307,994

PERFORMANCE MEASURES

	2010-2011 Actual	2011-2012 Target	2011-2012 Projected	2012-2013 Target	2013-2014 Target
CLASS AND COMPENSATION					
Provide high quality compensation services					
Percent of wage rate calculations not requiring pay corrections	100%	100%	99%	100%	100%
EMPLOYEE RELATIONS					
Facilitate stable and productive employee-employer relations					
Percent of grievances proceeding to arbitration in which the City prevails	56%	65%	60%	65%	65%
EQUAL EMPLOYMENT OPPORTUNITY					
Provide City employees with a discrimination-free workplace					
Percentage of discrimination complaints investigated within 6 months of receipt	63%	70%	60%	70%	70%
RECRUIT/ ASSESS/ CLIENT SERVICES					
Streamline the examination process to facilitate permanent appointment and maintain low level of provisional appointment					
Percentage of employees citywide that are provisional	1.95%	3.00%	2.20%	2.60%	3.00%
Average time between examination announcement closing and list adoption, in months	1.5	2.0	2.0	2.0	2.0
WORKERS COMPENSATION					
Resolve employee Workers Compensation claims in a timely and effective manner					
Workers' Compensation claims closing ratio	106%	100%	100%	105%	105%
Provide a safe and healthy work environment					
Claims per 100 FTEs (full time equivalents)	13.7	14.4	14.4	14.4	14.4
WORKFORCE DEVELOPMENT					
Provide high quality training to employees					
Average rating of DHR workshops by participants (1-5 scale)	4.5	4.4	4.4	4.4	4.4
Number of training hours delivered	28,268	20,000	26,448	26,000	26,000

Human Rights Commission

The San Francisco Human Rights Commission (HRC), established in 1964 by City Ordinance, provides leadership and advocacy in securing, protecting and promoting human rights for all people.

SERVICES

The Human Rights Commission operates through the following divisions:

THE POLICY AND INTER-GROUP TENSION

RESOLUTION DIVISION is intimately involved with the legal interpretation, revision, and implementation of the numerous City Ordinances under which the Department's divisions operate. The Department works closely with private, non-profit, and government entities to develop new laws, guidelines, and policies when necessary.

THE DISCRIMINATION COMPLAINTS AND

MEDIATION DIVISION is responsible for investigating and mediating complaints of discrimination in employment, housing, and public accommodations within the City. These responsibilities are pursuant to San Francisco Administrative Code Chapters 12A, 12B, 12C, 12H and San Francisco Police Code Articles 33 and 38.

For more information, call (415) 252-2500 or 311; or visit www.sf-hrc.org

BUDGET DATA SUMMARY

	2010-2011 Actual	2011-2012 Budget	2012-2013 Proposed	Change from 2011-2012	2013-2014 Proposed	Change from 2012-2013
Total Expenditures	5,427,734	5,841,478	1,519,345	(4,322,133)	1,620,444	101,099
Total FTE	34	34	9	(24)	10	0

BUDGET ISSUES AND DETAILS

The Fiscal Year (FY) 2012-13 proposed budget of \$1.5 million for the HRC is \$4.3 million, or 74.0 percent, less than the FY 2011-12 budget of \$5.8 million. The HRC reduced contract costs and other non-personnel costs due to the transfer of certain departmental functions to the City Administrator's Office (for more details, see below).

The FY 2013-14 proposed budget of \$1.6 million for the HRC is \$0.1 million, or 6.6 percent, higher than the FY 2012-13 budget of \$1.5 million. This increase is due to changes in salary and fringe benefit costs.

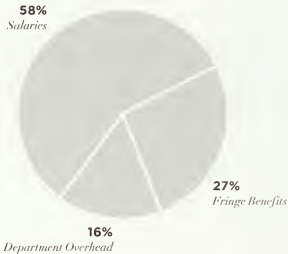
BETTER ALIGNING CITY FUNCTIONS TO INCREASE EFFICIENCY

In FY 2012-13, the Department will transfer the functions of the Equal Benefits Division, Local Business Enterprise Division, and the Surety Bond Program

to the City Administrator's Office. This transfer will allow the Department to continue to focus on its core mission of developing important social policies, fostering conflict resolution, and addressing and responding to discrimination complaints. The Department will continue to partner with the City Administrator and other city departments to ensure full compliance of ordinances that the HRC helped develop over the last 48 years.

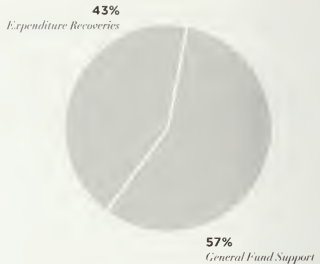
Due to this transfer of responsibilities, the Department's FY 2012-13 and FY 2013-14 budget is smaller than the FY 2011-12 budget. This transfer of function will have a net neutral impact on both the HRC's budget and the City Administrator's Office budget over the next two fiscal years.

FY 2012-13 Department Uses



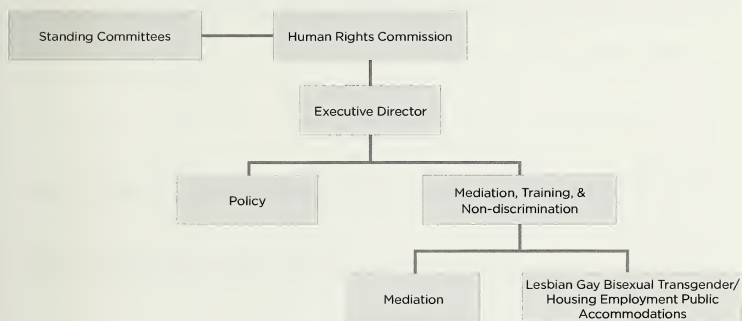
Salary and fringe benefits make up over 84 percent of the Department's budget.

FY 2012-13 Department Sources



A majority of the Department's budget is funded by the General Fund.

Human Rights Commission



TOTAL BUDGET – HISTORICAL COMPARISON

	2010-11	2011-12	2012-2013		2013-2014	
	Actual	Original Budget	Proposed Budget	Chg From 2011-12	Proposed Budget	Chg From 2012-13

AUTHORIZED POSITIONS

Total Authorized	36.58	35.52	9.32	(26.20)	9.62	0.30
Non-operating Positions (cap/other)	(3.00)	(2.00)	0.00	2.00	0.00	0.00
Net Operating Positions	33.58	33.52	9.32	(24.20)	9.62	0.30

SOURCES

Charges for Services	264	0	0	0	0	0
Expenditure Recovery	5,134,986	4,907,977	647,946	(4,260,031)	713,438	65,492
General Fund Support	292,484	933,501	871,399	(62,102)	907,006	35,607
Sources Total	5,427,734	5,841,478	1,519,345	(4,322,133)	1,620,444	101,099

USES - OPERATING EXPENDITURES

Salaries & Wages	2,795,197	3,092,283	874,398	(2,217,885)	918,567	44,169
Fringe Benefits	1,204,150	1,395,288	409,313	(985,975)	466,243	56,930
Overhead	264,307	49,896	0	(49,896)	0	0
Professional & Contractual Services	421,118	396,345	34,300	(362,045)	34,300	0
Materials & Supplies	12,848	21,575	5,000	(16,575)	5,000	0
Debt Service	20,000	0	0	0	0	0
Services of Other Departments	710,114	886,091	196,334	(689,757)	196,334	0
Uses - Operating Expenditures Total	5,427,734	5,841,478	1,519,345	(4,322,133)	1,620,444	101,099

USES BY PROGRAM RECAP

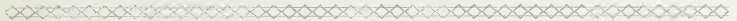
Human Rights Commission	5,427,734	5,841,478	1,519,345	(4,322,133)	1,620,444	101,099
Uses by Program Recap Total	5,427,734	5,841,478	1,519,345	(4,322,133)	1,620,444	101,099

PERFORMANCE MEASURES

	2010-2011 Actual	2011-2012 Target	2011-2012 Projected	2012-2013 Target	2013-2014 Target
Discrimination Division					
Address complaints of discrimination in employment, housing and public accommodations within the City and County of San Francisco					
Total Inquiries & Intakes	n/a	n/a	1,200	1,300	1,400
Total Number of Complaints Filed	n/a	n/a	100	120	130
Total Number of Complaints Filed and Settled	n/a	n/a	25	30	40

n/a: The Department has recently updated its performance measures; thus, data from past fiscal years does not exist.

Human Services Agency



The Human Services Agency (HSA) promotes well-being and self-sufficiency among individuals, families, and communities in San Francisco. The Human Services Agency is comprised of two separate departments. The Department of Aging and Adult Services (DAAS) is charged with planning, coordinating, providing and advocating for community-based services for older adults and individuals with disabilities. DAAS works with nearly 44,000 San Franciscans each year. The Department of Human Services (DHS) works with approximately 146,000 San Franciscans each year to provide critical housing, nutrition assistance, income support, and child welfare services.

SERVICES

The Department of Aging and Adult Services is comprised of the following four divisions:

IN-HOME SUPPORTIVE SERVICES (IHSS) assists more than 22,000 low-income elderly, disabled and/or blind San Franciscans to live safely in their own homes. The program employs more than 18,000 individuals as independent providers. IHSS workers assist consumers with household chores and personal care. The program works with hospitals and other medical facilities to ensure that homecare services are in place at the time of discharge, which helps to mitigate hospital recidivism.

THE PROTECTIVE SERVICES DIVISION is comprised of Adult Protective Services (APS), Public Guardian, Public Administrator, Public Conservator, and Representative Payee. APS assists elders (65+) and adults with disabilities/dependent adults (18-64) who are abused, neglected, or at risk of abuse or neglect. The Public Guardian provides probate conservatorship services for San Francisco's seniors and adults with disabilities who are substantially unable to provide for their own personal needs. The Public Administrator handles the estates of deceased San Franciscans when no family members are willing or able to act. The Public Conservator provides mental health conservatorship services for San Franciscans deemed gravely disabled due to mental illness. The Representative Payee manages money for adults with disabilities who cannot manage their own funds and who voluntarily agree to have the Payee manage their money for them.

THE LONG TERM CARE OPERATIONS DIVISION is comprised of the Diversion and Community Integration Program (DCIP), the Community Living Fund (CLF), and the San Francisco Transitional Care Program (SF TCP). DAAS is the lead organization of the DCIP, which provides an integrated approach to offering supportive services and housing for individuals diverted from or discharged from Laguna Honda Hospital. The CLF was created to support aging in place and community placement alternatives for individuals who may otherwise require care within an institution. The CLF provides for home and community-based services, or a combination of equipment and services, that help individuals currently or at risk of being institutionalized to continue living independently in their homes, or to return to community living. SF TCP is a partnership comprised of eight San Francisco hospitals, nine community-based organizations, and DAAS. The focus of the TCP is to lower hospital readmission rates by providing short-term, targeted social services for adults with disabilities and seniors leaving acute hospital settings.

THE COMMUNITY SERVICES/INTAKE DIVISION includes the Office on the Aging, County Veterans' Service Office (CVSO), and Integrated Intake. The Office on the Aging works with community-based organizations to provide a wide range of programs and services for seniors and adults with disabilities, including nutrition programs, activity centers, transportation and legal services. The CVSO helps veterans and their dependents

obtain veterans' benefits and entitlements. Integrated Intake provides 24-hour information and assistance services and takes reports of elder/dependent adult abuse, IHSS and CLF referrals, and requests for home delivered meals.

The Department of Human Services provides services through the following program areas:

CALIFORNIA WORK OPPORTUNITY AND RESPONSIBILITY TO CHILDREN (CALWORKS) AND WELFARE-TO-WORK SERVICES provide financial assistance and supportive services such as job readiness assistance, behavioral health treatment, transportation, and services designed to help parents of low-income families secure and retain employment and become self-sufficient.

CHILD CARE PROGRAMS link low-income families to subsidized child care slots and provide funding for numerous initiatives including facilities and workforce investments to help ensure that children have access to high quality early childhood education.

COUNTY ADULT ASSISTANCE PROGRAMS (CAAP) provide financial aid and supportive services such as job training, shelter, Supplemental Security Income (SSI) Advocacy, permanent housing, Homeward Bound and other services to eligible low-income San Francisco adult residents in order to help clients secure and retain employment and become self-sufficient.

HOUSING AND HOMELESS SERVICES provide early intervention and prevention, emergency shelters, transitional housing, permanent supportive housing, and

other services to assist homeless individuals and families achieve the highest possible level of self-sufficiency. The Care Not Cash program aims to improve the health and welfare of homeless CAAP clients by offering housing and services as part of their benefit package.

FAMILY AND CHILDREN'S SERVICES protects children from abuse and neglect, supports the wellbeing of children and families, and finds permanency for children through reunification, legal guardianship, or adoptions. This division operates the child abuse hotline, conducts investigations and case planning, and provides case management for families and for children living at home and in foster care.

CAL-FRESH (FOOD STAMPS) help adults and families improve their health by providing access to a nutritious diet.

MEDI-CAL HEALTH CONNECTIONS provides seniors, people with disabilities, families, pregnant women, children, and young adults with access to free and low-cost health coverage through the Medi-Cal, Healthy Families and Healthy Kids programs.

ADMINISTRATION, POLICY AND PLANNING provides support to programs for both DAAS and DHS. Administrative functions include budget, finance, contracts and facilities management; Information Technology; and human resources. Policy and Planning conducts analyses to support ongoing improvement of services to clients, while the investigations office works to ensure program integrity.

For more information, call (415) 557-5000 or 311; or visit www.sfhhsa.org

BUDGET DATA SUMMARY

	2010-2011 Actual	2011-2012 Budget	2012-2013 Proposed	Change from 2011-2012	2013-2014 Proposed	Change from 2012-2013
Total Expenditures	648,135,515	693,555,992	699,618,530	6,062,538	703,286,176	3,667,646
Total FTE	1,685	1,691	1,754	63	1,743	(11)

BUDGET ISSUES AND DETAILS

The Fiscal Year (FY) 2012-13 proposed budget of \$699.6 million for HSA is \$6.1 million, or less than one percent, higher than the FY 2011-12 budget of \$693.6 million. A significant portion of the increase is due to increased federal revenue for health-related services, including services to support seniors and adults with disabilities living in their own homes. New programs include grant-funded outreach and nutrition education specifically for clients receiving CalFresh benefits, and grant funds to

support subsidized employment opportunities for low-income individuals and families. Also, the consolidation of citywide childcare services under HSA have increased the Department's budget by almost \$5.0 million.

The FY 2013-14 proposed budget of \$703.3 million for HSA is \$3.7 million, or less than one percent, higher than the FY 2012-13 budget of \$699.6 million. A significant portion of this increase is due to an increase in salary and fringe benefits costs.

ENGAGEMENT IN THE BUDGET PROCESS

In an effort to increase transparency and promote community involvement, HSA has increased efforts to engage community members in the annual budget development process. During the development of the FY 2012-13 and FY 2013-14 proposed budget, HSA convened six major meetings with community-based organizations to discuss distinct budget and program areas, including the Housing and Homeless Program, Family and Children's Services, Child Care, Economic Support and Self Sufficiency programs, and programs within the Department of Aging and Adult Services. HSA leadership also attended all six of the Mayor's Budget Town Hall meetings with Supervisors, and regularly convenes stakeholder meetings across multiple program areas. This year's efforts to increase communication with and engagement by local stakeholders have resulted in positive responses from community-based organizations, client advocates, and contractors.

CREATING JOBS

In the next two years, HSA will continue to support and expand Jobs Now, its innovative and successful subsidized employment program for low-income families. HSA has found that subsidized employment can be a critical tool—along with job training, educational advancement, English language development and other strategies—to help individuals and families work towards self-sufficiency. With subsidized employment, clients can gain valuable work experience, learn critical new skills, and make important connections as they earn a paycheck. The subsidy often enables small business owners to invest in training and expand their businesses, which can have a powerful effect on local economic development.

Initial outcomes appear extremely robust for this program, even in a down economy. Of the HSA clients who completed a subsidized employment experience with a private sector employer in FY 2010-11, internal research revealed that more than half remained employed with that same employer after the subsidy ended.

Over the next two fiscal years, increased funding will allow HSA to serve a wider population of City residents within Jobs Now and also link more individuals and families to subsidized employment opportunities in the private sector. Program opportunities will also increase for transitional-aged youth from 18-24. In addition, HSA will work to provide a more thorough evaluation of program outcomes.

SSI ADVOCACY

During FY 2012-13 and FY 2013-14, HSA will continue to expand the Supplemental Security Income (SSI) Advocacy program. This program serves single adults

with disabilities in the County Adult Assistance Programs (CAAP) by helping them complete applications and appeals for federal SSI benefits. If clients are successful in their application for SSI, they receive increased income, sometimes as much as \$10,000 a year more in cash aid. They also gain eligibility for Medi-Cal benefits. A recent analysis shows that the SSI Advocacy program benefits the City in addition to benefitting clients. A total of 810 clients were awarded SSI during FY 2010-11, resulting in a net benefit of around \$4.0 million for HSA alone (additional reimbursement also comes to the City through the Department of Public Health for medical services). For every dollar HSA spent on the SSI Advocacy program, it recouped \$3.76 in the form of increased revenue, such as reimbursements from SSA and forgone future aid payments. For every dollar HSA spent on the program, the Department estimates that it recouped a combined \$5.16.

LEVERAGING STATE AND FEDERAL FUNDS

HSA is continuing an ongoing focus on strategies that increase state and federal revenue for agency operations. Efforts to increase revenue include billing staff time for health-related services to state and federal funding when appropriate, and actively pursuing new funding from government and foundation sources. New revenue sources that are supporting HSA activities in FY 2012-13 include a Department of Labor grant awarded to the Office of Economic and Workforce Development that will support subsidized employment for non-custodial parents, and funding for the Supplemental Nutrition Assistance Program Innovative Ideas Project, which will provide San Francisco with funding awarded on a competitive basis to improve nutrition education offerings for children and families.

INCREASING EFFICIENCY

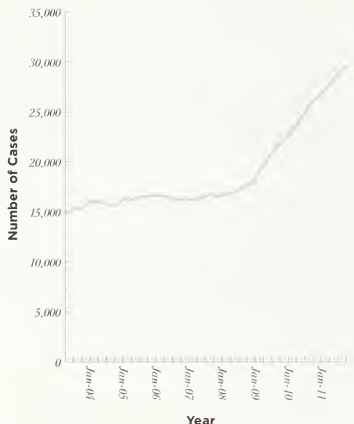
HSA continues to identify efficiencies and cost savings to help the City close budget deficits each year. In FY 2012-13, HSA determined that it would benefit the Department and the City if annual contract under-spending could be captured up front in the budget process. By better forecasting contract spending, and building in a budget amount for expected under-spending on contractor personnel, HSA can offer these savings to the City now and spare reductions to needed services. HSA also projects to achieve significant savings through staffing efficiencies. Over the past several years, HSA has been able to achieve about \$400,000 in annual savings through a realignment of job classifications to more appropriate classes.

OFFICE OF EARLY CARE AND EDUCATION

The FY 2012-13 budget centralizes the administration of San Francisco's early care and education programs under a new, independent Office of Early Care and Education (OECE). Under the direction of the Mayor and with the joint leadership of the Department of Children, Youth and Their Families, First Five San Francisco, the Human Services Agency, and the San Francisco Unified School District, this new office will improve access to early care and education, improve early care and

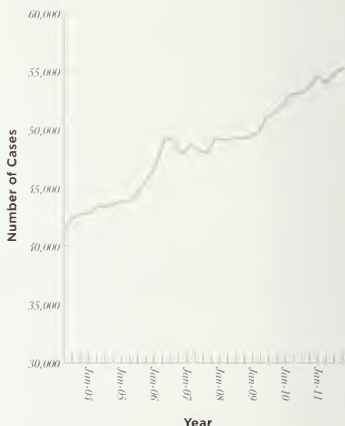
education workforce and build early care and education system capacity. This independent Office will rely on the Human Services Agency for back office functions such as accounting and human resources management. By consolidating services and using existing resources, the Office of Early Care and Education will maximize resources, improve policy coordination, and provide a single line of authority for the City's investments. This new independent office will build upon the successes of San Francisco's model programs to further streamline a high quality early care and education system.

Non-Assistance Food Stamps Caseload Growth



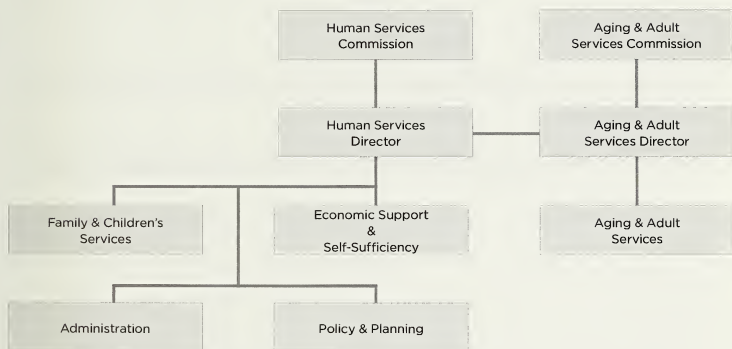
The Non-Assistance Food Stamps caseload has grown by 85 percent since July 2003.

Medi-Cal Caseload Growth



The Medi-Cal caseload has grown by 27 percent since July 2003.

Human Services Agency



TOTAL BUDGET – HISTORICAL COMPARISON

	2010-11	2011-12	2012-2013		2013-2014	
	Actual	Original Budget	Proposed Budget	Chg From 2011-12	Proposed Budget	Chg From 2012-13

AUTHORIZED POSITIONS

Total Authorized	1,701.09	1,704.52	1,770.79	66.27	1,759.92	(10.87)
Non-operating Positions (cap/other)	(16.00)	(14.00)	(17.00)	(3.00)	(17.00)	0.00
Net Operating Positions	1,685.09	1,690.52	1,753.79	63.27	1,742.92	(10.87)

SOURCES

Licenses & Fines	248,414	0	0	0	0	0
Use of Money or Property	460,645	449,928	449,928	0	449,928	0
Intergovernmental Revenue - Federal	246,281,120	230,642,478	223,266,041	(7,376,437)	219,981,208	(3,284,833)
Intergovernmental Revenue - State	198,842,327	200,671,695	213,468,907	12,797,212	216,552,852	3,083,945
Intergovernmental Revenue - Other	0	100,000	0	(100,000)	0	0
Charges for Services	2,943,598	1,975,158	2,194,778	219,620	2,194,778	0
Other Revenues	704,643	1,167,410	1,090,861	(76,549)	1,011,592	(79,269)
Transfers In	22,923,704	16,121,824	16,190,156	68,332	16,141,595	(48,561)
Expenditure Recovery	27,456,908	23,972,792	30,580,766	6,607,974	30,742,237	161,471
Transfer Adjustments-Sources	(22,923,704)	(16,121,824)	(16,190,156)	(68,332)	(16,141,595)	48,561
Use of / (Deposit to) Fund Balance	19,395	52,149	0	(52,149)	0	0
General Fund Support	171,178,465	234,524,382	228,567,249	(5,957,133)	232,353,581	3,786,332
Sources Total	648,135,515	693,555,992	699,618,530	6,062,538	703,286,176	3,667,646

USES - OPERATING EXPENDITURES

Salaries & Wages	120,225,820	130,169,637	136,783,783	6,614,146	137,994,765	1,210,982
Fringe Benefits	61,898,301	65,041,790	67,547,369	2,505,579	73,902,265	6,354,896
Overhead	6,336	0	0	0	0	0
Professional & Contractual Services	42,918,624	24,544,429	24,725,761	181,332	24,363,260	(362,501)
Aid Assistance / Grants	379,413,689	425,510,495	418,720,268	(6,790,227)	416,949,171	(1,771,097)
Materials & Supplies	2,341,821	2,489,843	2,500,011	10,168	2,500,011	0
Equipment	227,430	77,504	200,260	122,756	333,837	133,577
Services of Other Departments	41,076,737	45,451,294	45,799,628	348,334	46,902,544	1,102,916
Transfers Out	22,923,704	16,121,824	16,190,156	68,332	16,141,595	(48,561)
Transfer Adjustments-Uses	(22,923,704)	(16,121,824)	(16,190,156)	(68,332)	(16,141,595)	48,561
Uses - Operating Expenditures Total	648,108,758	693,284,992	696,277,080	2,992,088	702,945,853	6,668,773

USES - PROJECT EXPENDITURES

Facilities Maintenance	21,507	271,000	257,450	(13,550)	270,323	12,873
Capital Renewal	0	0	3,084,000	3,084,000	70,000	(3,014,000)
Capital Projects	5,250	0	0	0	0	0
Uses - Project Expenditures Total	26,757	271,000	3,341,450	3,070,450	340,323	(3,001,127)

USES BY PROGRAM RECAP

Administrative Support	79,489,149	86,841,683	89,353,214	2,511,531	88,982,598	(370,616)
Adult Protective Services	5,761,371	5,459,036	5,504,522	45,486	5,739,212	234,690
Calworks	48,503,707	51,788,965	46,985,371	(4,803,594)	47,054,278	68,907
Children's Baseline	17,229,388	24,770,087	28,098,013	3,327,926	28,253,880	155,867
County Adult Assistance Program	51,579,757	53,226,971	52,028,814	(1,198,157)	52,948,921	920,107
County Veterans Services	312,398	400,809	419,939	19,130	439,710	19,771
Diversion And Community Integration Prog	3,243,052	3,588,517	3,656,139	67,622	3,607,578	(48,561)
Dss Childcare	27,661,007	30,283,305	30,772,598	489,293	30,851,623	79,025

TOTAL BUDGET HISTORICAL COMPARISON

	2010-11	2011-12	2012-2013		2013-2014	
	Actual	Original Budget	Proposed Budget	Chg From 2011-12	Proposed Budget	Chg From 2012-13
Family And Children's Service	103,415,735	129,814,751	118,782,295	(11,032,456)	120,620,722	1,838,427
Food Stamps	13,581,370	20,418,009	20,370,441	(47,568)	20,447,149	76,708
Homeless Services	79,019,326	81,005,617	85,821,505	4,815,888	88,669,863	2,848,358
In Home Supportive Services	121,917,894	127,721,722	127,436,807	(284,915)	128,821,305	1,384,498
Integrated Intake	920,992	1,087,151	1,212,564	125,413	1,267,052	54,488
Medi-Cal	22,449,716	24,351,460	24,703,735	352,275	25,753,929	1,050,194
Office On Aging	18,957,881	23,602,735	28,960,750	5,358,015	23,508,933	(5,451,817)
Public Administrator	1,457,616	1,432,265	1,518,043	85,778	1,587,542	69,499
Public Conservator	1,768,571	1,416,182	1,407,365	(8,817)	1,470,044	62,679
Public Ed Fund - Prop H (March 2004)	166,092	0	0	0	0	0
Public Guardian	2,089,182	2,564,149	2,684,063	119,914	2,807,977	123,914
Representative Payee	518,532	533,260	558,936	25,676	585,125	26,189
Welfare To Work	48,089,055	23,249,318	29,343,416	6,094,098	29,868,735	525,319
Workforce Development	3,724	0	0	0	0	0
Uses by Program Recap Total	648,135,515	693,555,992	699,618,530	6,062,538	703,286,176	3,667,646

PERFORMANCE MEASURES

	2010-2011 Actual	2011-2012 Target	2011-2012 Projected	2012-2013 Target	2013-2014 Target
ADULT SERVICES					
Assist individuals and families to achieve their greatest potential within the context of family, community and/or society					
Total number of In Home Support Services (IHSS) clients	21,611	21,775	21,700	21,900	22,100
Number of unduplicated clients served by the Community Living Fund program	512	500	500	500	500
Percentage of formerly institutionalized Community Living Fund clients who have successfully continued community living for a period of at least six months	76%	80%	80%	80%	80%
Promote the health and well being of San Franciscans					
Number of meals served at centers (OOA)	749,321	750,450	750,000	750,450	750,450
Number of meals delivered to homes (OOA)	1,172,209	987,860	987,860	987,860	987,860
Number of unduplicated individuals served meals through senior congregate and home-delivered meal programs (OOA)	16,879	17,300	19,600	19,600	19,600
Assist individuals and families to achieve their greatest potential within the context of family, community and/or society					
Number of referrals and requests for information about Aging and Adult Services	23,225	22,400	23,000	23,000	23,000
Maximize personal and agency resources					
Number of unduplicated veterans that received assistance	2,945	3,000	3,000	3,000	3,000
Protect and shield against abuse and neglect					
Public Guardian: Percentage of mandated visits made per quarter	99%	100%	97%	100%	100%
Total number of conservatees receiving services through the Public Guardian Office	322	330	375	350	350
Protect and shield against abuse and neglect					
Number of individuals served by the Public Conservator's Office	650	750	800	800	800
COUNTY ADULT ASSISTANCE PROGRAM					
Promote the health and well being of San Franciscans					
The number of CAAP recipients who are homeless	380	420	399	420	420
FAMILY AND CHILDREN'S SERVICE					
Protect and shield against abuse and neglect					
Number of first time entries into foster care	330	300	275	275	275
Assist individuals and families to achieve their greatest potential within the context of family, community and/or society					
Percent of children who were reunified from child welfare supervised foster care during the most recent 12 month study period and had been in care less than 12 months	71%	75%	70%	75%	75%
FOOD STAMPS					
Promote the health and well being of San Franciscans					
Food Stamps: Error rate	2.7%	4.5%	2.8%	4.5%	4.5%
Current active food stamp caseload	27,253	30,000	28,000	29,000	30,000
HOMELESS SERVICES					
Promote the health and well being of San Franciscans					
Number of households that secured and/or maintained housing due to a one-time grant	2,035	2,500	2,100	2,500	2,500

PERFORMANCE MEASURES

	2010-2011 Actual	2011-2012 Target	2011-2012 Projected	2012-2013 Target	2013-2014 Target
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WORKFORCE DEVELOPMENT

Facilitate economic self-sufficiency

WDD: Rate of completion of participants enrolled in job readiness programs	60%	65%	70%	65%	65%
WDD: Job placement rate for aided individuals	31%	45%	45%	45%	45%
WDD: Number of individuals that received workforce development services	3,773	2,500	3,300	2,500	2,500
WDD: Number of individuals that were placed in employment (subsidized or unsubsidized)	2,025	1,200	1,200	1,200	1,200

Juvenile Probation

Under the leadership of the Chief Probation Officer, the Department of Juvenile Probation (JUV or JPD) locates, develops, and administers programs for the assessment, education, treatment, rehabilitation, and effective supervision of youth under the jurisdiction of the Department.

SERVICES

The Department of Juvenile Probation provides services through the following program areas:

RESIDENTIAL PROGRAMS operates two facilities: 1) the Juvenile Justice Center, where the county juvenile detention facility is located (Juvenile Hall), and 2) the Log Cabin Ranch School, a residential program for adjudicated youth located in La Honda, California.

PROBATION SERVICES serves the community by investigating referrals of youth who are alleged to be beyond parental control or to have committed a crime. The Department also provides supervision services for youth who are wards of the court, or who have been deemed in need of such services by the San Francisco Superior Court.

COMMUNITY PROGRAMS partners with the Department of Children, Youth and Their Families (DCYF) and the Department of Public Health (DPH) to fund violence prevention services provided by community-based organizations. DCYF manages the community-based organization services on behalf of the City Departments with direction from the Joint Funders, a steering committee composed of principal stakeholders from all three departments.

For more information call (415) 753-7800 or 311; or visit www.sfgov.org/juvprobation

BUDGET DATA SUMMARY

	2010-2011 Actual	2011-2012 Budget	2012-2013 Proposed	Change from 2011-2012	2013-2014 Proposed	Change from 2012-2013
Total Expenditures	32,265,996	33,725,350	35,723,319	1,997,969	36,656,757	933,438
Total FTE	238	236	236	0	236	0

BUDGET ISSUES AND DETAILS

The Fiscal Year (FY) 2012-13 proposed budget for Juvenile Probation of \$35.7 million is \$2.0 million, or 5.9 percent, higher than the FY 2011-12 budget of \$33.7 million.

The increase is the result of increased revenue from the State, which funds increases in salary, fringe benefits, and workers' compensation claims costs. In addition, the Department proposes to add a social worker to assist with AB 12 eligible foster care youth.

The FY 2013-14 proposed budget for the Department of \$36.7 million is \$0.9 million, or 2.6 percent, higher than the FY 2012-13 proposed budget of \$35.7 million. This increase is largely due to increases in salary and fringe benefits costs.

CONTINUING THE COLLABORATIVE APPROACH TO COMMUNITY-BASED PROGRAMMING

Juvenile Probation, DCYF and DPH will continue to fund community-based service providers that offer a range of violence prevention programs to San Francisco youth and their families. Strategies aimed at case management, detention alternatives, gender-specific programming, and after-care services continue to be a priority for the Department and the City, as reflected in the Local Action Plan adopted by the Juvenile Justice Coordinating Council. This prioritization will remain, despite the potential for continued reductions to violence prevention funding from the state.

LOG CABIN RANCH

In FY 2009-10, the Department initiated the first phase of a new program model at Log Cabin Ranch (LCR). The Missouri Model shifts the focus from rule-based compliance to one of self-reflection and group process for residents. This model has been replicated across the country

and has demonstrated success at reducing recidivism for participants by up to 25 percent. With the new model, JPD has created a series of new program options centered on strengthened therapeutic programming, vocational training, and transition planning, and aftercare. FY 2012-13 will mark the fourth year since the implementation of the Missouri Model at LCR. The Department expects to continue its programming for two cohorts of youth.

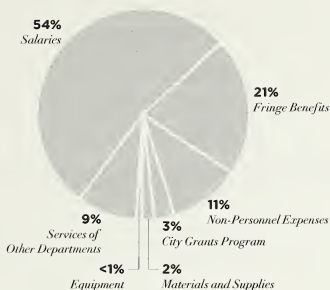
JUVENILE PROBATION AND CAMPS FUNDING

As a result of the Governor's efforts to fund various public safety efforts at the local level, JUV anticipates receiving approximately \$1.3 million in additional Juvenile Probation and Camps Funding (JPCF) in FY 2012-13 and FY 2013-14. This revenue increase is being absorbed by costs associated with salaries, fringe benefits, and workers' compensation claims. The Department is working with the Department of Human Resources (DHR) to reduce workers' compensation costs by analyzing what types of injuries are occurring and determining if additional preventive measures can be taken.

ORGANIZATIONAL AND STAFF DEVELOPMENT

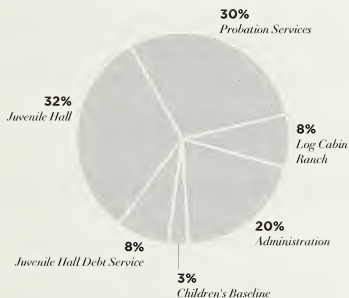
JPD will continue its efforts towards leadership development and training, strengthened community partnerships, and the introduction and implementation of evidence-based practices. In the coming year, the Department will continue to extend technical assistance and training for its community partners, provide leadership training for staff, and work to strengthen its operations. In addition, JPD is finalizing a comprehensive policy audit of all of its policies and procedures to ensure consistency with state and federal law, and national best practices. The Department has begun work with the Controller's Office to conduct a comprehensive cost benefit analysis comparing various dispositional options for youth.

FY 2012-13 Department Uses by Expenditure Type



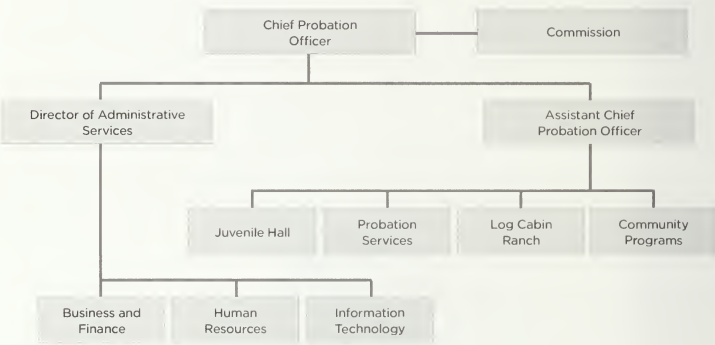
75.0 percent of the Department's budget goes towards staff salaries and fringe benefits.

FY 2012-13 Department Uses by Service Area



73.0 percent of the Department's budget is spent directly on interactions with and services for San Francisco youth.

Juvenile Probation



TOTAL BUDGET HISTORICAL COMPARISON

	2010-11	2011-12	2012-2013		2013-2014	
	Actual	Original Budget	Proposed Budget	Chg From 2011-12	Proposed Budget	Chg From 2012-13

AUTHORIZED POSITIONS

Total Authorized	239.87	238.49	237.56	(0.93)	236.62	(0.94)
Non-operating Positions (cap/other)	(1.50)	(2.00)	(1.50)	0.50	(1.00)	0.50
Net Operating Positions	238.37	236.49	236.06	(0.43)	235.62	(0.44)

SOURCES

Intergovernmental Revenue - Federal	2,498,586	1,609,628	1,608,294	(1,334)	1,621,294	13,000
Intergovernmental Revenue - State	3,823,798	3,558,512	4,513,182	954,670	4,507,224	(5,958)
Charges for Services	33,585	39,000	39,000	0	39,000	0
Other Revenues	59,349	0	0	0	0	0
Expenditure Recovery	0	100,000	80,000	(20,000)	80,000	0
Use of / (Deposit to) Fund Balance	(41,956)	0	0	0	0	0
General Fund Support	25,892,634	28,418,210	29,482,843	1,064,633	30,409,239	926,396
Sources Total	32,265,996	33,725,350	35,723,319	1,997,969	36,656,757	933,438

USES - OPERATING EXPENDITURES

Salaries & Wages	17,640,813	18,316,577	19,175,842	859,265	19,464,528	288,686
Fringe Benefits	6,702,595	6,996,948	6,776,397	(220,551)	7,046,912	270,515
Overhead	0	10,000	0	(10,000)	0	0
Professional & Contractual Services	634,884	3,762,156	3,472,491	(289,665)	3,643,188	170,697
Aid Assistance / Grants	63,798	236,000	248,000	12,000	210,000	(38,000)
Materials & Supplies	698,519	735,032	710,434	(24,598)	745,964	35,530
Equipment	0	24,966	23,638	(1,328)	32,419	8,781
Services of Other Departments	3,706,049	3,313,671	4,136,517	822,846	3,959,246	(177,271)
Transfers Out	2,626,568	0	0	0	0	0
Uses - Operating Expenditures Total	32,073,226	33,395,350	34,543,319	1,147,969	35,102,257	558,938

USES - PROJECT EXPENDITURES

Facilities Maintenance	192,770	330,000	330,000	0	346,500	16,500
Capital Renewal	0	0	600,000	600,000	1,208,000	608,000
Capital Projects	0	0	250,000	250,000	0	(250,000)
Uses - Project Expenditures Total	192,770	330,000	1,180,000	850,000	1,554,500	374,500

USES BY PROGRAM RECAP

Administration	6,551,221	6,371,912	7,112,484	740,572	7,579,152	466,668
Children's Baseline	1,043,306	1,003,126	1,001,571	(1,555)	1,002,947	1,376
Juvenile Hall	10,571,971	10,988,450	11,507,583	519,133	11,543,875	36,292
Juvenile Hall Replacement Debt Payment	2,626,568	2,628,118	2,660,351	32,233	2,659,650	(701)
Log Cabin Ranch	2,450,113	2,590,467	3,001,666	411,199	3,135,472	133,806
Probation Services	9,022,817	10,143,277	10,439,664	296,387	10,735,661	295,997
Uses by Program Recap Total	32,265,996	33,725,350	35,723,319	1,997,969	36,656,757	933,438

PERFORMANCE MEASURES

	2010-2011 Actual	2011-2012 Target	2011-2012 Projected	2012-2013 Target	2013-2014 Target
LOG CABIN RANCH					
Improve results for residents placed at Log Cabin Ranch					
Percentage of Log Cabin Ranch graduates enrolled in vocational or educational programs within 30 days of release	100%	75%	80%	80%	80%
Percentage of Log Cabin Ranch graduates who do not incur sustained charges for new law violations within the first year of graduation	63%	75%	60%	50%	50%
Improve the quality of customer service to youth and their families					
Percentage of grievances processed within three business days after grievance is filed	100%	99%	100%	99%	99%
PROBATION SERVICES					
Utilize probation services and community resources to assist youth in successfully navigating probation.					
Percentage of Early Morning Studies Academy (EMSA) youth who complete GED	80%	70%	70%	70%	70%
Percentage of probationer applicants through the New Directions Employment Program who get jobs compared with those who have applied	72%	80%	72%	72%	n/a
Reduce repeat offenders					
Percentage of youth who incur a sustained finding for a new law violation while on probation	5%	5%	5%	5%	5%

n/a: Funding for this program expires at the end of FY 2012-13.

Law Library

The Law Library (LLB) provides the people of San Francisco free access to legal information and specialized reference assistance in the use of those materials so that they may preserve their rights and conduct their legal affairs.

SERVICES

The Law Library provides the following services:

MAINTAINS A COMPREHENSIVE LEGAL COLLECTION that includes state, local and federal laws, ordinances, regulations, and cases; court and legal forms; legal treatises, periodicals, texts, and encyclopedias; practice manuals, legal finding aids, and reference tools; legal materials and guides to meet the needs of both the public and legal professionals; legal resources and databases in electronic and print formats; and comprehensive archives of precedential cases, laws, regulations and other essential materials.

ASSISTS PROFESSIONALS in navigating the law and finding the information they need, including legal research assistance; instruction in the use of complex legal databases; orientation in how to find and use legal resources; library-created reference guides, how-to instructions, and other aids; seminars and legal educational programs; one-on-one legal information services in person, by phone, through email, on the Library's web page (which has extensive links to legal resources), and by live on-line interactive internet

question and answer sessions; and continuously refining, enhancing and developing new services to meet emerging technologies.

ENSURES THE CURRENCY AND ACCURACY OF THE LEGAL COLLECTION by continuing to update codes and regulations, new case law reports, and current practice materials in print and electronic formats; processing, cataloging, and updating incoming materials daily to ensure their availability in the LLB's database system; adding, maintaining, and regularly updating modules to the specialized library software systems; enhancing and adding databases as essential new legal products develop; monitoring the range of legal information materials, both in print and in electronic formats, to determine what will best serve Library patrons; and periodically replacing public computers and legal reference software.

For more information, call (415) 554-6821 or 311; or visit www.sflawlibrary.org

BUDGET DATA SUMMARY

	2010-2011 Actual	2011-2012 Budget	2012-2013 Proposed	Change from 2011-2012	2013-2014 Proposed	Change from 2012-2013
Total Expenditures	587,680	751,048	738,139	(12,869)	761,000	22,821
Total FTE	3	3	3	0	3	0

BUDGET ISSUES AND DETAILS

The Fiscal Year (FY) 2012-13 and FY 2013-14 proposed budget of \$0.7 million in each year for the LLB is roughly equal to the FY 2011-12 budget. There are no significant budgetary changes in either year.

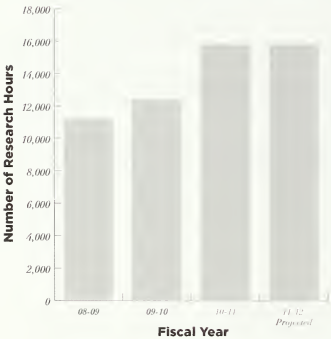
The LLB operates at two locations including the main Law Library in the Civic Center and a courthouse branch. The City contributes funds for rent to the main Law Library, utilities, and three management positions; however, the majority of the LLB's operating expenses are funded by a portion of Civil Court filing fees. Operating expenses include all legal publications, electronic database licenses, staff salaries, benefits, taxes, insurance, and other expenses. Although periodic filing fee rate increases are necessary to fund operations, there have not been rate increases since 2007, resulting in declining revenues.

Filing fee revenues have declined the past several years, placing an increased burden on the LLB. The LLB anticipates continued decreases to filing fee revenues due to reductions implemented by the State in October of 2011. This will result in changes to staffing levels and a continued effort by the LLB to find efficiencies rather than service cuts to cover reduced revenue receipts.

NEW FACILITIES

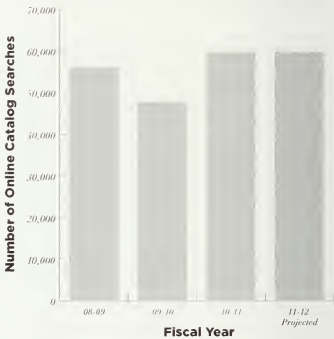
The City and the LLB remain committed to ensuring that the LLB can provide comprehensive legal information and services for San Franciscans. Due to the closure of the War Memorial for seismic retrofit in the coming year, the LLB must move to new quarters that can accommodate the Library's ability to meet its patrons' needs. The City and the LLB are currently reviewing options for this transition period and will likely solidify a plan during the coming fiscal year.

Computer Research Hours



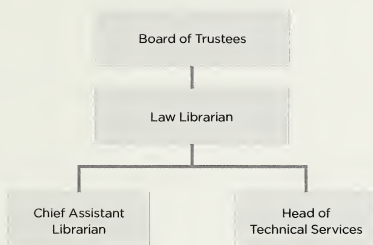
The number of hours patrons are using the computer to conduct legal research has steadily increased over the last several years.

Online Catalog Searches



Although there was a dip in patron online catalog searches in FY 2009-10, since FY 2010-11, the number of searches has increased.

Law Library



TOTAL BUDGET – HISTORICAL COMPARISON

	2010-11	2011-12	2012-2013		2013-2014	
	Actual	Original Budget	Proposed Budget	Chg From 2011-12	Proposed Budget	Chg From 2012-13
AUTHORIZED POSITIONS						
Total Authorized	2.99	3.00	3.00	0.00	3.00	0.00
Net Operating Positions	2.99	3.00	3.00	0.00	3.00	0.00
SOURCES						
General Fund Support	587,680	751,048	738,179	(12,869)	761,000	22,821
Sources Total	587,680	751,048	738,179	(12,869)	761,000	22,821
USES - OPERATING EXPENDITURES						
Salaries & Wages	244,922	347,895	346,563	(1,332)	354,101	7,538
Fringe Benefits	99,154	150,339	140,277	(10,062)	155,427	15,150
Professional & Contractual Services	15,627	17,275	17,275	0	17,275	0
Materials & Supplies	439	443	443	0	443	0
Services of Other Departments	227,538	235,096	233,621	(1,475)	233,754	133
Uses - Operating Expenditures Total	587,680	751,048	738,179	(12,869)	761,000	22,821
USES BY PROGRAM RECAP						
Law Library	587,680	751,048	738,179	(12,869)	761,000	22,821
Uses by Program Recap Total	587,680	751,048	738,179	(12,869)	761,000	22,821

Mayor

The Mayor's Office (MYO) represents the people of the City and County of San Francisco and ensures that San Francisco is a place where all residents can live full lives in a safe, prosperous and vibrant environment.

SERVICES

THE MAYOR'S OFFICE has executive leadership and citywide governance responsibilities, including budget development and establishing public policy direction and implementation. Divisions within the Mayor's Office also provide a range of services to the public, including neighborhood relations and housing development and finance.

THE MAYOR'S OFFICE OF NEIGHBORHOOD SERVICES works to ensure that the needs of constituents are addressed quickly and effectively, and fosters communication among residents, neighborhood groups, and City departments.

THE MAYOR'S OFFICE OF HOUSING coordinates the City's efforts to maximize housing opportunities for

low-income households and individuals, and administers a variety of housing finance programs. Its Community Development Division strengthens the social, economic and physical infrastructure of the City's low-income neighborhoods and communities in need.

THE MAYOR'S OFFICE OF PUBLIC POLICY AND FINANCE develops and oversees administration and implementation of the Mayor's policy initiatives; develops the City's annual budget; provides fiscal oversight to City departments; and advocates in the City's interest at the local, regional, state, and federal levels of government.

For more information, call (415) 554-6141 or 311; or visit www.sfmayor.org

BUDGET DATA SUMMARY

	2010-2011 Actual	2011-2012 Budget	2012-2013 Proposed	Change from 2011-2012	2013-2014 Proposed	Change from 2012-2013
Total Expenditures	56,592,597	14,746,751	30,140,225	15,393,474	33,615,495	3,475,270
Total FTE	42	37	49	12	50	1

BUDGET ISSUES AND DETAILS

The Fiscal Year (FY) 2012-13 proposed budget of \$30.1 million for the Mayor's Office is \$15.4 million higher than the FY 2011-12 budget of \$14.7 million. A significant portion of this increase is due to increases in salary and fringe benefits costs. The Mayor's Office budget continues to support core programs and initiatives that serve San Francisco. In FY 2012-13, the Mayor's Office will focus its resources on implementing the Mayor's vision and priorities for the City, including the Mayor's 17-Point Jobs Plan, advocating for funding and policy changes at the state and federal levels, and implementing long-term reforms to improve City government.

The FY 2013-14 proposed budget of \$33.6 million for the Mayor's Office is \$3.4 million higher than the FY 2012-13 budget of \$30.1 million. A significant portion of this increase is due to increases in salary and fringe benefits costs.

In both years, the Mayor's Office budget grows due to the addition of former Redevelopment funds and responsibilities to the Mayor's Office of Housing. In FY 2012-13, for example, this increase in responsibilities represents \$12.9 million in funding and 10 FTE that would largely have otherwise been reflected in the Redevelopment Agency's budget.

STATE AND FEDERAL ADVOCACY

In FY 2012-13 and FY 2013-14, the Mayor's Office will continue to advocate for the City's interests as the State implements significant policy changes to address its budget shortfall, including the realignment of public safety and human services functions, and the elimination of redevelopment agencies. Another important priority for the City is the implementation of High Speed Rail and its northern terminus at Transbay Transit Center. In addition, the Mayor's Office will seek to take advantage of federal funding opportunities for capital projects and will work with the Department of Public Health to begin implementing changes to comply with federal health care reform.

LONG-TERM FINANCIAL PLANNING

The Mayor's Office is taking the lead in implementing reforms to provide for more comprehensive long-term financial planning in accordance with Proposition A, which was approved by voters in November 2009. In May of 2011, the Mayor's Office proposed the City's first Five-Year Financial Plan that forecast expenditures and revenues for the next five fiscal years, and provided strategies to address the structural imbalance in the

City's finances. For FY 2012-13, the Mayor's Office is proposing the City's first two-year budget for General Fund departments for FY 2012-13 and FY 2013-14. This two year budget will include growing financial reserves, as required by the City's adopted financial policies. In FY 2013-14, the Mayor's Office will release the second Five-Year Financial Plan for the City. These efforts help the City work towards better fiscal stability and prepare the City for future economic downturns.

CONTINUING REDEVELOPMENT WORK

As of February 1, 2012, all former Redevelopment Agency Housing assets (e.g. funds, loans, property) were transferred to the Mayor's Office of Housing (MOH) as a result of the State's budgetary action to dissolve redevelopment agencies throughout California. MOH will oversee the management of these assets and ensure the completion of enforceable obligations, which includes affordable housing obligations in the three Major Approved Development Projects (Mission Bay, Hunters Point Shipyard, and Transbay), as well as fulfilling commitments made to citywide affordable housing.

BREAKING NEW GROUND IN AFFORDABLE HOUSING

The proposed budget for FY 2012-13 and FY 2013-14 includes funding for HOPE SF, the City's signature initiative to revitalize the most distressed public housing sites as mixed income developments. During FY 2012-13, the first phase of the Hunters View development will be completed, and the City will move toward construction of the second phase now that the project has secured financing for that phase. The second HOPE SF project, Alice Griffith, will start construction on its first phase of a 1,200 unit development as part of the Hunters Point Shipyard Major Approved Development Project. In addition, the Sunnydale and Potrero HOPE SF sites will complete environmental and land use approvals to build more than 3,000 homes, and make significant public space improvements.

The Mayor's Office of Housing (MOH) and its partner agencies continue to fund additional supportive housing development, making significant progress towards the housing goals of the City's Ten-Year Plan to End Homelessness. The key projects under construction in FY 2012-13 include: (1) Rene Cazenave Apartments, a 120-unit supportive housing development and the first affordable housing development in the Transbay Major Approved Development Project; (2) St. Anthony's Senior Housing, 90-units of senior housing to be built above a rebuilt St. Anthony's Dining Room in the Tenderloin; (3)

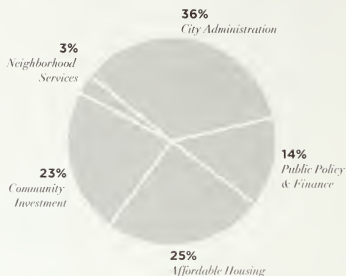
1076 LeConte, supportive housing for homeless families and transition-age youth on the former blighted Franciscan Motel in the Bayview; and (4) 1180 4th Street, the first affordable housing development in Mission Bay South.

To foster homeownership, MOH plans to assist more than 170 first-time homebuyers through a combination of down-payment assistance and mortgage credit certificates. In addition, MOH anticipates completing 50 below-market rate (BMR) ownership units, and 120 BMR rental units through the City's inclusionary housing ordinance. In FY 2012-13, MOH will complete energy efficiency improvements for over 1,200 units of existing affordable housing units through its Green Retrofit Initiative.

SUPPORTING COMMUNITIES AND VULNERABLE RESIDENTS

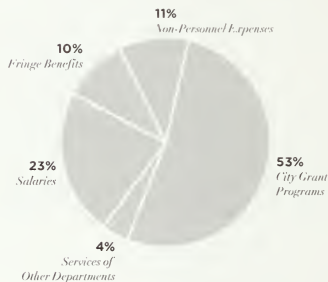
Through its community development division, MOH grants will assist more than 3,000 individuals with counseling to help prevent eviction or loss of housing; provide more than 3,500 individuals with free legal counseling and representation to protect victims of domestic violence, employment discrimination, and housing discrimination; and assist more than 1,000 individuals with financial literacy and homeownership counseling to build assets and become economically self-sufficient. Grants will fund critical capital improvements at 13 community facilities, and support tree-planting and other landscaping improvements at 135 locations in the Bayview/Hunters Point and the Excelsior neighborhoods. In FY 2012-13, MOH will implement the first year of a three-year grant cycle, which aims to provide more stability to its non-profit providers and communities.

FY 2012-13 Department Uses by Service Area



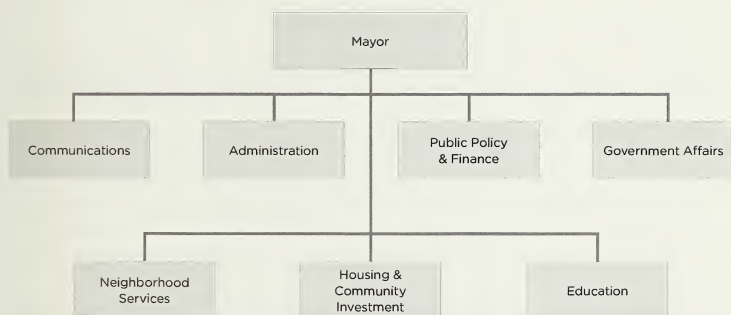
The Mayor's Office of Housing accounts for approximately 51 percent of the Mayor's Office's budget, providing community investment, affordable housing, and neighborhood services.

FY 2012-13 Department Uses by Expenditure Type



A little over half of the Mayor's Office's budget is used for grants and assistance provided through the Mayor's Office of Housing.

Mayor



TOTAL BUDGET – HISTORICAL COMPARISON

	2010-11	2011-12	2012-2013		2013-2014	
	Actual	Original Budget	Proposed Budget	Chg From 2011-12	Proposed Budget	Chg From 2012-13

AUTHORIZED POSITIONS

Total Authorized	99.14	93.44	105.04	11.60	106.34	1.30
Non-operating Positions (cap/other)	(57.30)	(56.30)	(56.30)	0.00	(56.30)	0.00
Net Operating Positions	41.84	37.14	48.74	11.60	50.04	1.30

SOURCES

Local Taxes	500,000	500,000	8,100,000	7,600,000	10,060,000	1,960,000
Use of Money or Property	590,489	0	3,000,000	3,000,000	3,000,000	0
Intergovernmental Revenue - Federal	12,017,792	380,000	0	(380,000)	0	0
Intergovernmental Revenue - State	828,299	822,500	907,000	84,500	939,000	32,000
Other Revenues	40,364,303	250,000	300,000	50,000	350,000	50,000
Transfers In	45,321	0	0	0	0	0
Expenditure Recovery	5,870,040	6,913,846	8,409,711	1,495,865	11,951,184	3,541,473
Transfer Adjustments-Sources	(45,321)	0	0	0	0	0
Use of / (Deposit to) Fund Balance	(6,453,424)	767,500	3,129,379	2,361,819	1,291,871	(1,837,508)
General Fund Support	2,875,098	5,112,845	6,294,135	1,181,290	6,023,440	(270,695)
Sources Total	56,592,597	14,746,751	30,140,225	15,393,474	33,615,495	3,475,270

USES - OPERATING EXPENDITURES

Salaries & Wages	4,275,069	3,498,667	4,808,591	1,309,924	5,050,855	242,264
Fringe Benefits	1,989,225	1,463,141	1,958,763	495,622	2,195,464	236,701
Overhead	0	0	525,850	525,850	525,850	0
Professional & Contractual Services	967,836	1,779,417	11,453,418	9,674,001	11,600,390	146,972
Aid Assistance / Grants	44,315,103	7,323,543	9,954,012	2,630,469	13,053,582	3,099,570
Materials & Supplies	27,905	43,689	43,689	0	43,689	0
Debt Service	65,759	0	0	0	0	0
Services of Other Departments	4,951,700	638,294	1,395,902	757,608	1,145,665	(250,237)
Transfers Out	45,321	0	0	0	0	0
Transfer Adjustments-Uses	(45,321)	0	0	0	0	0
Uses - Operating Expenditures Total	56,592,597	14,746,751	30,140,225	15,393,474	33,615,495	3,475,270

USES BY PROGRAM RECAP

Affordable Housing	38,660,654	1,813,560	14,395,379	12,581,819	14,517,871	122,492
City Administration	4,091,021	4,170,487	4,495,233	324,746	4,587,222	91,989
Community Investment	4,044,235	2,219,229	2,970,940	751,711	2,661,151	(309,789)
Criminal Justice	404,447	8,097	8,101	4	8,097	(4)
Homeless Services	3,407,361	5,063,967	6,524,436	1,460,469	10,024,006	3,499,570
Lead-Based Paint Hazard Control Program	1,871,241	0	0	0	0	0
Neighborhood Services	385,389	191,995	335,341	143,346	348,088	12,747
Public Finance	2,565,144	0	0	0	0	0
Public Policy & Finance	1,163,105	1,279,416	1,410,795	131,379	1,469,060	58,265
Uses by Program Recap Total	56,592,597	14,746,751	30,140,225	15,393,474	33,615,495	3,475,270

PERFORMANCE MEASURES

	2010-2011 Actual	2011-2012 Target	2011-2012 Projected	2012-2013 Target	2013-2014 Target
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AFFORDABLE HOUSING

Provide affordable housing

Number of first time homebuyers receiving assistance or purchase opportunities	148	330	130	130	130
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COMMUNITY DEVELOPMENT

Promote economic development in low-income communities

Number of small business and micro-enterprise start-ups assisted	378	315	370	325	300
Number of jobs created	179	158	185	190	175
Number of business expansions assisted	133	104	500	450	400
Number of jobs retained	217	203	85	80	75
Number of direct loans made to small businesses and micro-enterprises	17	3	5	15	12

NEIGHBORHOOD SERVICES

Respond to citizens

Number of Certificates, Proclamations, and Greeting Letters Issued	1,500	1,500	1,500	1,500	1,500
Number of Town Halls Produced	10	6	7	7	7

PUBLIC POLICY & FINANCE

Obtain citizen input and promote understanding of the City's budget

Number of presentations to advocates, labor groups, community organizations and other stakeholders	28	25	35	25	25
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Municipal Transportation Agency

The mission of the San Francisco Municipal Transportation Agency (MTA) is to provide a safe and efficient surface transportation network for pedestrians, bicyclists, transit and paratransit customers, motorists, and taxis. The MTA operates the Municipal Railway (Muni), which marks its centennial December 28, 2012, and also manages parking, traffic and taxi regulation as well as pedestrian, bicycling and streetscape programs. On a daily basis, the MTA endeavors to improve the quality of life for residents, businesses and visitors alike through implementation of the City's Transit First Policy and to ensure mobility for all who live, visit and work in San Francisco.

SERVICES

The Municipal Transportation Agency manages the following programs and services:

MUNI provides electric trolley bus, hybrid and diesel motor coach, light rail, cable car and historic streetcar service to the City. Muni also manages the Transit Effectiveness Project (TEP), which was the first comprehensive study and assessment of the system in a generation. Recommendations from this initiative are currently in environmental review. The TEP is expected to improve operational effectiveness and system reliability through various measures that will be launched in the coming years.

SUSTAINABLE STREETS manages the safe and convenient operation of city streets including traffic, pedestrians, bicycles, and transit lanes; manages public parking garages and parking meters; installs and maintains traffic signals, traffic signs, and street markings; and coordinates safe traffic flow at school intersections.

PEDESTRIAN AND BICYCLE PROGRAMS are focused on improving walking and bicycling in San Francisco by

emphasizing safety, congestion improvements, emissions reduction, and personal health promotion.

SAFETY, TRAINING, SECURITY & ENFORCEMENT'S goal is to enhance safety and security of the transit system as well as enforcement of parking regulations and a system safety program focused on attaining an optimum level of safety and environmental compliance.

ACCESSIBLE SERVICES manages contracted paratransit (door-to-door) service for customers with disabilities who cannot independently use regular Muni service and ensures that fixed route Muni services and other MTA services and program are accessible to seniors and persons with disabilities.

TAXI SERVICES regulates the taxi industry with the goal of improving services to residents and visitors to San Francisco by working with taxi drivers, taxi companies, and medallion holders

For more information visit www.sfmta.com or contact 311.

BUDGET DATA SUMMARY

	2010-2011 Actual	2011-2012 Budget	2012-2013 Proposed	Change from 2011-2012	2013-2014 Proposed	Change from 2012-2013
Total Expenditures	740,286,213	780,567,111	825,512,725	44,945,614	845,076,458	19,563,733
Total FTE	4,160	4,141	4,319	178	4,406	87

BUDGET ISSUES

Pursuant to the Charter, the MTA Board adopted a two-year operating budget in the spring of 2012, for Fiscal Years (FY) 2012-13 and FY 2013-14. The approved FY 2012-13 budget of \$825.5 million is \$44.9 million more than the FY 2011-12 budget of \$780.6 million and includes funding for an additional 247 positions. Specifically, the Department proposes to add 216 transit operator positions to reduce overtime spending by more efficiently deploying staff.

The approved FY 2013-14 budget of \$845.1 million is \$19.6 million higher than the FY 2012-13 budget of \$825.5 million. The majority of this increase is due to increases in salary and fringe benefits costs.

INCREASING REVENUE AND EFFICIENCY

Faced with a projected deficit of \$19.6 million for FY 2012-13 and \$33.6 million for FY 2013-14, the MTA proposed a variety of measures to realign revenues and expenditures, including:

- Eliminating management positions;
- Assuming a \$7.3 million projected reduction in salaries and benefits through labor negotiations;
- Reducing project overtime expenditures;
- Improving workers' compensation performance;
- Automatically increasing some Muni fares as the cost of living increases;
- Adding 500-1,000 new metered parking spaces;
- Generating efficiencies by maintaining more vehicles in-house.

AN INVESTMENT IN MAINTENANCE

In recent years, Muni has not sufficiently funded maintenance costs, which has adversely impacted the system's reliability. The focus of this two-year budget is to reverse that trend by making a significant investment in maintenance to improve service. To that end, an additional \$17.6 million in FY 2012-13 and \$29.1 million in FY 2013-14 has been realigned to fund maintenance needs across the agency.

CENTRAL SUBWAY

The Central Subway Project is Phase 2 of the Third Street Light Rail Program that will link the Bayview and Visitation Valley with Mission Bay, South of Market (SoMa), Yerba Buena/Moscone Center, Union Square and

Chinatown. The Central Subway will improve regional connections to Caltrain, BART, and to Muni rail lines and bus routes while reducing travel time and providing rapid transit in this burgeoning and increasingly congested corridor.

The majority of funding for the Central Subway will be provided by the Federal Transit Administration's (FTA) New Starts program, with a total commitment of \$942.2 million over the life of the project. Environmental clearance of the project was granted by the FTA in November 2008 and utility relocation began in January 2010. The Central Subway Project anticipates receiving the federal Full Funding Grant Agreement in the summer of 2012, after which major construction, including tunnel boring, will commence. The extended light rail line is slated to open to the public in 2019.

SFPARK

SFPark is a federally funded pilot program of new parking management technologies and strategies that makes parking easier to find and pay for. Sensors, installed in parking spaces and in city-owned garages, track in real-time where parking is and isn't available to help drivers find parking more easily. To achieve parking availability, SFPark adjusts meter prices up or down based on occupancy. Drivers circle less and get to a parking space faster, resulting in decreased congestion and improved Muni speed.

METERED PARKING ON SUNDAYS

On January 1, 2013, San Francisco will join Los Angeles, Chicago, Portland, Toronto, Vancouver, Montreal, Las Vegas, and numerous other cities in North America in implementing Sunday metering. MTA parking meters will operate from 12:00pm to 6:00pm with a four hour time limit. Currently, parking availability and turnover are much lower on Sundays than Saturdays. Meters will help ensure some spaces are open creating improved access to commercial areas. Insufficient open parking spaces leads to double parking, circling and traffic congestion in both commercial and residential areas. After implementation, annual net revenue is projected to be \$1.9 million.

VAN NESS BUS RAPID TRANSIT

Bus Rapid Transit (BRT) is an affordable approach to creating rapid transit along Van Ness Avenue, San Francisco's major north-south transit route, for two miles

between Mission and Lombard Streets. BRT is designed to include dedicated bus lanes separated from traffic, transit signal priority and all-door boarding at passenger level. The result is a rapid transit system that reduces travel time by 32 percent and increases reliability by 50 percent. The San Francisco County Transportation Authority expects to make the final documents available to the public in the summer of 2012 with final adoption slated for the fall of 2012. Following adoption, the project will be transitioned to the MTA for final design and construction, and the start of operations is planned for 2016.

FREE MUNI FOR LOW-INCOME YOUTH

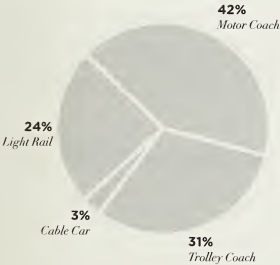
On April 17, 2012 the MTA Board approved the policy of providing free transit service for low-income youth, ages 5-17, who use a Clipper card. This is a 22-month pilot program beginning August 1, 2012, planned to run through May 31, 2014, after which date youth fares will return to the regular value on June 1, 2014 absent

explicit future MTA Board action. The implementation of this program is contingent upon funding from the Metropolitan Transportation Commission and the San Francisco County Transit Authority.

REVENUE BONDS

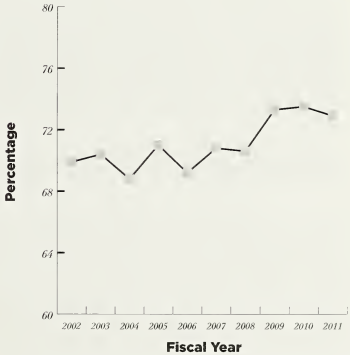
This summer, MTA plans on refunding \$47.0 million of existing debt on garages, along with issuing \$28.0 million in revenue bonds to fund state of good repair transit and garage projects. Addressing these long standing capital needs will reduce MTA's maintenance expenses in the operating budget. Annual debt service for the revenue bonds repayment is expected to be less than 2.0 percent of MTA's annual operating budget.

Muni Passengers by Transit Mode



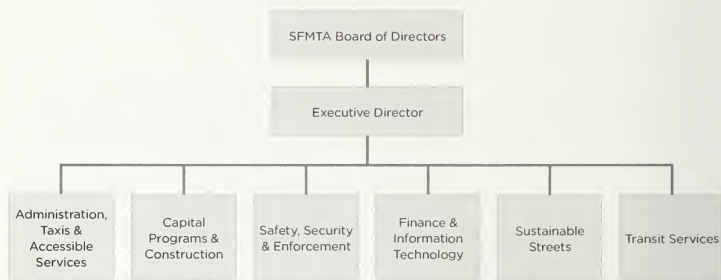
Each year, Muni carries over 200 million passengers—over half a million per day. 73.0 percent use the electric and motor buses that make up the bulk of the transit network. Just a handful of light rail lines account for nearly a quarter of total ridership.

Muni Vehicles Meeting On-Time Standards



On-time performance for Muni vehicles is projected to exceed 70 percent for the fifth year in a row. Muni will continue to work toward its goal of 85 percent.

Municipal Transportation Agency



TOTAL BUDGET HISTORICAL COMPARISON

	2010-11	2011-12	2012-2013		2013-2014	
	Actual	Original Budget	Proposed Budget	Chg From 2011-12	Proposed Budget	Chg From 2012-13

AUTHORIZED POSITIONS

Total Authorized	4,533.61	4,514.34	4,681.76	167.42	4,769.25	87.49
Non-operating Positions (cap/other)	(373.75)	(373.75)	(363.00)	10.75	(363.50)	(0.50)
Net Operating Positions	4,159.86	4,140.59	4,318.76	178.17	4,405.75	86.99

SOURCES

Licenses & Fines	115,235,037	122,687,325	115,690,539	(6,996,786)	116,267,713	577,174
Use of Money or Property	92,377,974	91,853,058	94,639,056	2,785,998	98,361,428	3,722,372
Intergovernmental Revenue - Federal	3,341	3,721,868	3,700,000	(21,868)	3,700,000	0
Intergovernmental Revenue - State	33,318,875	28,231,267	32,500,000	4,268,733	33,100,000	600,000
Intergovernmental Revenue - Other	82,502,795	74,939,774	77,500,000	2,560,226	78,870,000	1,370,000
Charges for Services	219,485,197	207,736,734	224,544,634	16,807,900	228,233,972	3,689,338
Other Revenues	176,730	3,200	0	(3,200)	0	0
Transfers In	161,413,822	94,269,091	198,167,274	103,898,183	190,679,483	(7,487,791)
Expenditure Recovery	47,022,811	60,111,666	87,753,804	27,642,138	92,285,460	4,531,656
Transfer Adjustments-Sources	(145,866,903)	(93,736,872)	(221,142,582)	(127,405,710)	(216,341,598)	4,800,984
Use of / (Deposit to) Fund Balance	(59,998,840)	0	0	0	0	0
General Fund Support	194,615,374	190,750,000	212,160,000	21,410,000	219,920,000	7,760,000
Sources Total	740,286,213	780,567,111	825,512,725	44,945,614	845,076,458	19,563,733

USES - OPERATING EXPENDITURES

Salaries & Wages	360,550,409	312,530,601	346,721,409	34,190,808	351,375,230	4,653,821
Fringe Benefits	152,173,613	166,273,213	175,487,850	9,214,637	193,383,156	17,895,306
Overhead	46,698,446	57,749,181	85,746,838	27,997,657	89,817,417	4,070,579
Professional & Contractual Services	83,618,982	163,814,304	144,324,265	(19,490,039)	140,566,017	(3,758,248)
Materials & Supplies	54,940,714	71,914,467	77,397,239	5,482,772	75,268,439	(2,128,800)
Equipment	1,322,727	1,287,150	843,999	(443,151)	978,355	134,356
Debt Service	2,690,784	2,690,660	9,000,000	6,309,340	12,000,000	3,000,000
Services of Other Departments	57,202,084	62,016,655	65,962,340	3,945,685	67,307,594	1,345,254
Transfers Out	126,955,357	36,027,752	136,094,274	100,066,522	126,762,483	(9,331,791)
Budgetary Reserves	0	0	5,077,093	5,077,093	3,959,365	(1,117,728)
Transfer Adjustments-Uses	(145,866,903)	(93,736,872)	(221,142,582)	(127,405,710)	(216,341,598)	4,800,984
Uses - Operating Expenditures Total	740,286,213	780,567,111	825,512,725	44,945,614	845,076,458	19,563,733

USES BY PROGRAM RECAP

Accessible Services	17,895,347	21,549,070	20,913,224	(635,846)	22,201,224	1,288,000
Administration	47,319,440	58,987,665	69,213,492	10,225,827	68,833,484	(380,008)
Agency Wide Expenses	119,595,916	126,785,319	102,298,931	(24,486,388)	93,478,289	(8,820,642)
Capital Programs & Construction	0	0	100,402	100,402	101,416	1,014
Development And Planning	1,179,389	604,441	714,521	110,080	920,578	206,057
Parking & Traffic	64,673,094	73,186,298	79,206,748	6,020,450	86,986,573	7,779,825
Parking Garages & Lots	18,493,515	22,201,245	24,377,430	2,176,185	27,724,828	3,347,398

PERFORMANCE MEASURES

	2010-2011 Actual	2011-2012 Target	2011-2012 Projected	2012-2013 Target	2013-2014 Target
ENFORCEMENT					
To ease traffic congestion and promote parking turnover throughout the City by enforcing regulations					
Abandoned automobile reports: % responded to within 48 hours	89%	100%	85%	100%	100%
To process citations and hearings in a timely manner					
Administrative citation hearing customers: % served within 10 minutes	82%	83%	83%	83%	83%
MRD-MAINTENANCE DIVISION (MAINT)					
Improve customer satisfaction					
Muni transit system cleanliness rating (1 to 5 scale)	2.75	3.55	2.75	3.55	3.55
MRD-MUNICIPAL RAILWAY EXEC OFFICE (MREO)					
Improve the safety of passengers, drivers, pedestrians, and others					
Muni transit system safety rating (1 to 5 scale)	3.01	3.55	3.01	3.55	3.55
PARKING					
To provide clean, safe and convenient parking at reasonable rates to maximize revenues					
Parking meter malfunction reports: % responded to and repaired within 48 hours	82%	86%	85%	86%	86%
RAIL & BUS SERVICES					
Provide reliable and timely transit service					
Schedule adherence	72.9%	85.0%	72.0%	85.0%	85.0%
% of scheduled service hours delivered	96.2%	98.5%	96.5%	98.5%	98.5%
Improve customer satisfaction					
Muni transit system driver courtesy rating (1 to 5 scale)	3.06	3.55	3.55	3.55	3.55

Police



The San Francisco Police Department (POL or SFPD) is committed to excellence in law enforcement and is dedicated to the people, traditions, and diversity of the City and County of San Francisco. The Department strives to protect life and property, prevent crime, reduce the fear of crime, and provide a safe community for San Francisco residents and visitors by maintaining a knowledgeable, well-trained staff that works to prevent and investigate crime efficiently and effectively.

SERVICES

The Police Department provides services through the following divisions:

THE OPERATIONS BUREAU oversees 10 district police stations as well as manages the investigations division. Operations serves to protect life and property, works closely with the community to prevent crime, solves crimes using thorough investigative techniques, identifies and arrests suspects, prepares cases for prosecution, and reduces the fear of crime while providing a safe environment. This is accomplished through partnerships with residents, merchants, and community groups who work collaboratively to solve neighborhood problems.

THE SPECIAL OPERATIONS BUREAU is comprised of specialized units, including the following tactical units: Specialists, Honda, Canine, Mounted, Marine, Explosive Ordinance Disposal, Fugitive Enforcement Team, Homeland Security, Violence Reduction Team, and the Joint Terrorism Task Force. Special Operations collaborates with the Public Utilities Commission to ensure the safety of the City's water supply. Special Operations also includes the Traffic Enforcement Division, which encourages traffic safety through directed enforcement and helps to ensure the safe movement of pedestrians, bicycles, and vehicles on our streets and roadways. Along with the Muni Response Team, these two units work collaboratively with our colleagues in the San Francisco Municipal Transportation Agency (MTA). The Muni Response Team works to ensure the safety of passengers, drivers and property of the MTA.

THE AIRPORT BUREAU manages security, traffic control, and law enforcement at the San Francisco International Airport, which is physically located in San Mateo County. Airport Bureau police personnel collaborate with the San Mateo County Sheriff's Office in the investigation of crimes at the airport, along with serving on a Cargo Theft Task Force. Police personnel assigned to the Airport Bureau support the security programs and emergency procedures of the Airport to provide the public with a safe, secure, efficient, and customer-friendly means of air transportation.

THE ADMINISTRATION BUREAU provides technical and administrative support, works to increase overall Department efficiency, and ensures that daily functions are carried out effectively. The Administration Bureau consists of Crime Information Services, Facilities, Fiscal Services, Fleet, Forensic Services, Permits, Property, Staff Services, Technology and Training.

THE OFFICE OF THE CHIEF OF STAFF provides direct administrative support to the Chief of Police. The Chief of Staff is responsible for the efficient and effective management of several divisions, including Risk Management, Media Relations, and Community Relations functions of the Police Department, as well as oversees operation of the Office of the Police Commission.

For more information about the Police, call (415) 553-1651 or 311; or visit www.sf-police.org

THE OFFICE OF CITIZEN COMPLAINTS (OCC) is a civilian department under the jurisdiction of the San Francisco Police Commission. The OCC is independent from the Police Department, but is included as part of the Police's budget. The City Charter mandates the OCC to "promptly, fairly and impartially investigate" all civilian complaints of misconduct or neglect of duty against Police sworn members, confidentially report its factual findings

in investigations, and to present statistical reports and policy recommendations to the Police Commission. The OCC mediates eligible complaints and conducts outreach to inform the public about its services.

For more information about the OCC, call (415) 241-7711 or 311; or visit www.sfgov.org/occ

BUDGET DATA SUMMARY

	2010-2011 Actual	2011-2012 Budget	2012-2013 Proposed	Change from 2011-2012	2013-2014 Proposed	Change from 2012-2013
Total Expenditures	453,342,328	461,807,191	492,124,231	30,317,040	513,050,156	20,925,925
Total FTE	2,681	2,665	2,666	1	2,721	55

BUDGET ISSUES AND DETAILS

The Fiscal Year (FY) 2012-13 proposed budget of \$492.1 million for the Police Department is \$30.3 million, or 6.6 percent, higher than the FY 2011-12 budget of \$461.8 million. A significant portion of this increase is due to increases in salary and fringe benefits costs.

The FY 2013-14 proposed budget of \$513.1 million for the Police Department is \$20.9 million, or 4.2 percent, higher than the FY 2012-13 budget of \$492.1 million. A significant portion of this increase is due to increases in salary and fringe benefits costs.

COMPREHENSIVE HIRING PLAN

The Police Department has experienced a large number of retirements in recent years. With the expiration of the Deferred Retirement Option Program (DROP), the Department is certain that there will continue to be significant retirements in FY 2012-13 and FY 2013-14. To address attrition, the Department has developed a 6-year hiring plan to gradually increase the number of new officers in its force. The plan is to conduct three General Fund supported Police Academy classes of 50 recruits each year, in order to backfill retirements and increase the size of the force, which has been shrinking in recent years. In FY 2012-13, the Airport will also fund a class of 30 recruits to address its increased needs. The hiring plan also includes a solid commitment to increase civilian hiring, which will ensure that there is adequate staff in non-sworn functions. Over the next two fiscal years, 50 of these hires will allow the Department to move officers currently performing these functions out into the field.

PUBLIC SAFETY BUILDING PROGRESS

Funded by the first Earthquake Safety and Emergency Response General Obligation Bond, the new Public Safety Building construction project broke ground in FY 2011-12. The Public Safety Building will contain the new Police headquarters and house new police and fire stations in the Mission Bay neighborhood. In FY 2012-13, the Department will work closely with other City departments to finalize a plan for purchasing furniture, fixtures, and equipment (FF&E), with a particular focus on determining what technology is needed for the building. In FY 2013-14, the procurement process for FF&E will move forward to ensure that the constructed building will be ready for use when it opens in 2014.

TECHNOLOGICAL IMPROVEMENTS

The Police Department strives to utilize new technology to improve its policing efforts. The Department will expand its pilot Cameras on Officers program in FY 2012-13. This program has the potential to protect both officers and the public with stronger documentation. Additionally, the Department will continue its effort to move to a more stable and robust technology platform. The Department's four-point plan for technology improvements includes creating a robust data warehouse, equipping officers with proper technology tools, creating a technology help desk, and building a strong technology team. The data warehouse, a year into development,

will enable better crime prevention and improve officer safety and effectiveness. The Department will add to its recent technological advancements with a staged rollout of its data warehouse, which will provide immediate access to crime data as crime occurs. This will allow the Department members to instantly identify suspects, locate similar crimes nationwide, and identify hot spots and crime trends. This new technology based platform will integrate over 24 criminal justice systems into one easy to use system for police access in vehicles, stations, or on their smart devices deployed in the field.

COMMUNITY POLICING

Community Policing is a shared philosophy and organizational strategy in which the police work collaboratively with community and business members, community-based organizations, and other City agencies, in order to reduce violent crime, create safer communities, and enhance the health and vibrancy of neighborhoods in San Francisco. There are several components to Community Policing, which include genuine partnerships between the police and community, problem solving, shared responsibility, mutual respect, interaction with youth, and communication. Community Policing requires that the police communicate regularly and openly with the community (in a language-accessible manner in accordance with policy), and provide information about crime, and crime prevention.

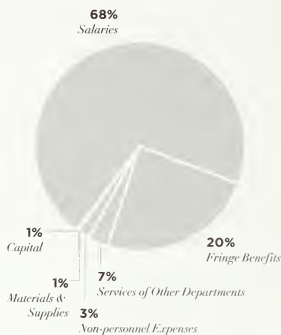
YOUTH PROGRAMS

A high priority for the Department is to partner with the community in order to provide San Francisco youth with a variety of opportunities aimed at building a strong foundation for the future. A specific goal is to increase the lines of communication between the Department and community-based organizations, including educational institutions, to form partnerships that assist in establishing and/or augmenting programs that encourage children to participate in positive learning activities. Although the Department continues to participate and sponsor numerous events and programs, including the Wilderness and Fishing programs and the Police Activities League (PAL), a major emphasis for the upcoming year is to promote the Chief's "finish high school" philosophy. One example is the Future Graduates Program in which members of the Police Department, along with a diverse group of City employees who began their jobs with only a high school diploma, encourage students to stay in school for a healthy and successful life.

OCC ADDITION OF TWO INVESTIGATORS

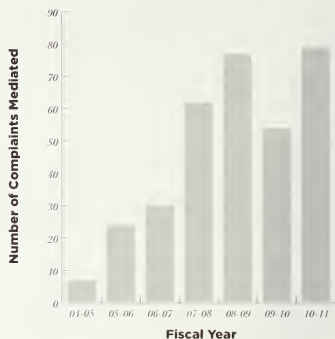
In FY 2011-12, the Public Defender added a temporary Justice Accountability Unit. In order to continue the work of this unit in a more permanent way, the Police Department's proposed budget includes two additional investigators for the OCC beginning in FY 2012-13. The staffing at OCC has been lean for years, and these additional resources will help the OCC be more effective at investigating police misconduct allegations.

FY 2012-13 Department Uses



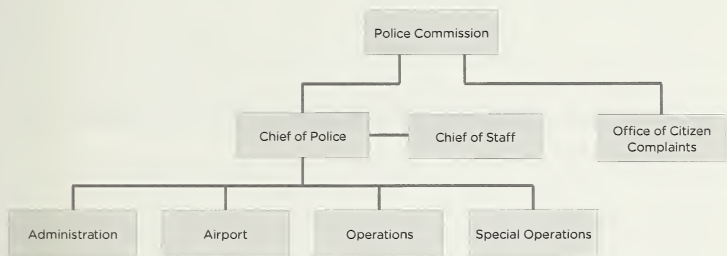
88 percent of the Department's expenditures go towards staff salaries and fringe benefits.

Mediated Cases by the Office of Citizen Complaints



The number of complaints mediated increased by 46 percent in FY 2010-11 compared to the previous fiscal year.

Police



TOTAL BUDGET – HISTORICAL COMPARISON

	2010-11	2011-12	2012-2013		2013-2014	
	Actual	Original Budget	Proposed Budget	Chg From 2011-12	Proposed Budget	Chg From 2012-13

AUTHORIZED POSITIONS

Total Authorized	2,741.58	2,725.34	2,706.68	(18.66)	2,739.01	32.33
Non-operating Positions (cap/other)	(60.76)	(60.42)	(40.80)	19.62	(18.19)	22.61
Net Operating Positions	2,680.82	2,664.92	2,665.88	0.96	2,720.82	54.94

SOURCES

Licenses & Fines	1,914,483	1,980,662	2,065,587	84,925	2,094,633	29,046
Use of Money or Property	31,650	48,800	48,800	0	48,800	0
Intergovernmental Revenue - Federal	6,408,952	3,149,441	1,717,366	(1,432,075)	2,017,257	299,891
Intergovernmental Revenue - State	35,169,235	35,230,956	40,506,759	5,275,803	41,638,759	1,132,000
Charges for Services	5,783,048	6,224,307	6,471,719	247,412	6,476,539	4,820
Other Revenues	11,477	0	0	0	0	0
Expenditure Recovery	16,290,825	14,134,299	18,105,831	3,971,532	18,188,883	83,052
Transfer Adjustments-Sources	0	45,679,752	47,605,352	1,925,600	49,827,889	2,222,537
Use of / (Deposit to) Fund Balance	39,870,911	1,372,913	332,271	(1,040,642)	332,271	0
General Fund Support	347,861,747	353,986,061	375,230,863	21,244,802	392,425,125	17,194,262
Sources Total	453,342,328	461,807,191	492,084,548	30,277,357	513,050,156	20,965,608

USES - OPERATING EXPENDITURES

Salaries & Wages	321,050,420	314,266,702	333,518,182	19,251,480	337,223,025	3,704,843
Fringe Benefits	80,473,837	92,263,059	99,953,849	7,690,790	112,226,842	12,272,993
Overhead	0	12,820	0	(12,820)	0	0
Professional & Contractual Services	14,431,139	15,060,373	15,117,068	56,695	22,518,521	7,401,453
Aid Assistance / Grants	143,246	0	0	0	0	0
Materials & Supplies	4,096,531	5,944,765	5,677,232	(267,533)	5,118,133	(559,099)
Equipment	1,405,372	1,659,496	2,418,724	759,228	1,290,836	(1,127,888)
Services of Other Departments	30,435,522	31,079,976	33,482,276	2,402,300	33,819,728	337,452
Uses - Operating Expenditures Total	452,036,067	460,287,191	490,167,331	29,880,140	512,197,085	22,029,754

USES - PROJECT EXPENDITURES

Facilities Maintenance	258,236	120,000	120,000	0	626,000	506,000
Capital Renewal	0	0	332,900	332,900	227,071	(105,829)
Capital Projects	1,048,025	1,400,000	1,504,000	104,000	0	(1,504,000)
Uses - Project Expenditures Total	1,306,261	1,520,000	1,956,900	436,900	853,071	(1,103,829)

USES BY PROGRAM RECAP

Airport Police	40,416,190	45,679,752	47,645,035	1,965,283	49,827,889	2,182,854
Investigations	59,634,865	76,251,103	78,850,377	2,599,274	80,366,927	1,516,550
Office Of Citizen Complaints	4,138,420	4,321,169	4,705,802	384,633	4,953,595	247,793
Operations And Administration	69,576,710	63,874,326	70,714,277	6,839,951	80,369,840	9,655,563
Patrol	264,734,225	258,177,215	275,711,551	17,534,336	282,651,876	6,940,325
Police Operations	285,331	0	0	0	0	0
Work Order Services	14,556,587	13,503,626	14,497,189	993,563	14,880,029	382,840
Uses by Program Recap Total	453,342,328	461,807,191	492,124,231	30,317,040	513,050,156	20,925,925

PERFORMANCE MEASURES

	2010-2011 Actual	2011-2012 Target	2011-2012 Projected	2012-2013 Target	2013-2014 Target
PATROL					
Reduce crime; UCR numbers					
UCR: Number UCR Part I violent offenses reported	7,106	5,258	6,975	6,626	6,295
UCR: Number of UCR Part I violent offenses reported per 100,000 population	843.2	625.0	828.0	787.0	748.0
UCR: Number of UCR Part I property offenses reported per 100,000 population	4,071.6	3,868.0	4,175.0	3,966.0	3,768.0
Respond timely to calls for emergency assistance					
Response time: Priority A calls (in seconds)	247	240	260	240	240
Response time: Priority B calls (in seconds)	466	450	483	459	450
SPECIAL OPERATIONS					
Reduce traffic accidents and ensure pedestrian safety					
Number of traffic accidents that result in injuries	3,187	2,709	3,075	2,921	2,775
Number of traffic accidents that result in fatalities	33	n/a	22	n/a	n/a
THE OFFICE OF CITIZEN COMPLAINTS					
Address civilian complaints of police misconduct professionally and efficiently					
Number of Cases Closed During the Reporting Period per FTE Investigator	47	48	60	48	48
Percentage of Sustained Cases Completed within the One-Year Statute of Limitations Under Government Code 3304	100.0%	100.0%	100.0%	100.0%	100.0%

n/a: The Department prefers to not set targets for this Performance Measure.

Port

The mission of the Port of San Francisco (PRT or “the Port”) is to promote maritime, recreational, transportation, public access and commercial activities on a self-supporting basis by managing and developing San Francisco’s waterfront.

SERVICES

The Port provides services through the following divisions:

ENGINEERING provides project and construction management, engineering design, facility inspection, contracting, code compliance review and permit services for all Port facilities.

MARITIME manages and markets cruise and cargo shipping, ship repair, commercial and sport fishing, ferry and excursion operations, and other harbor services.

MAINTENANCE is responsible for the Port’s seven-and-a-half miles of waterfront property and for repairing piers, roofs, plumbing and electrical systems, and street cleaning.

PLANNING AND DEVELOPMENT sees that the development and use of Port lands is consistent with

the goals and policies of the Waterfront Land Use Plan; maintains and amends Plan policies; leads community planning projects for specified waterfront areas; and, administers land use regulatory review of projects on Port property.

REAL ESTATE oversees all property and lease management for marketing and leasing the Port’s commercial and industrial property along San Francisco’s waterfront.

ADMINISTRATION manages the Port’s operations and support services including Human Resources, Accounting, Finance, Information Systems, Contracts and Business Services.

For more information, call (415) 274-0400 or 311; or visit www.sfport.com.

BUDGET DATA SUMMARY

	2010-2011 Actual	2011-2012 Budget	2012-2013 Proposed	Change from 2011-2012	2013-2014 Proposed	Change from 2012-2013
Total Expenditures	65,744,534	78,752,159	85,433,368	6,681,209	87,780,876	2,347,508
Total FTE	217	223	237	14	238	1

BUDGET ISSUES AND DETAILS

The Fiscal Year (FY) 2012-13 proposed budget of \$85.4 million for the Port is \$6.7 million, or 8.4 percent, higher than the FY 2011-12 budget of \$78.8 million. A significant portion of this increase (\$4.6 million) is due to the Port absorbing South Beach Harbor from the Redevelopment Authority. In addition, an increase in salary and fringe benefits costs, and a slight staff increase, result in a \$2.4 million increase in staff expenditures. The Port has also increased its debt financing for capital projects in preparation for the America's Cup, leading to increased debt service expenditures.

The FY 2013-14 proposed budget of \$87.7 million for the Port is \$2.3 million, or 2.7 percent, higher than the proposed FY 2012-13 budget of \$85.4 million. This increase is due to staffing costs, including \$1.4 million for ongoing growth in mandatory fringe benefits for existing employees, and increases in the Department's capital project spending.

CAPITAL POLICY

One of the most challenging issues that the Port faces is securing funds to address the condition of its physical infrastructure, much of which is 80 to 100 years old and well past its original usable life. According to the Port's 10-Year Capital Plan, which identified a total \$2.2 billion in need along the waterfront, the Port should budget a minimum of \$20 million per year to simply maintain pier substructures. The Department has only been able to appropriate an average of \$8.3 million per year in annual investments over the past 10 years, and growing operating expenditures will further constrain the Port's ability to invest in capital.

To realign Capital Budget identified priorities with need, the Port Commission approved a new policy in March of 2012 that requires an annual appropriation of at least 20 percent of the value of the Port's operating revenues for capital. The Port's proposed FY 2012-13 budget includes \$9.8 million and the proposed FY 2013-14 budget includes \$10.5 million allocated to capital. While the Port does not meet the policy requirement in the coming two fiscal years, the budget for both fiscal years includes \$2.1 million in new debt service required to help finance \$48.2 million in capital investments related to the Cruise Terminal and America's Cup infrastructure projects that will be completed in FY 2012-13. Assuming that Port revenues improve over time, implementation of this policy will guide the Port to continuously improve its capital investments.

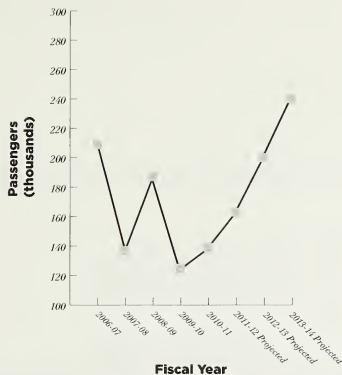
PREPARING FOR THE AMERICA'S CUP

On December 31, 2010 San Francisco was selected by the America's Cup Event Authority to host the 34th America's Cup (AC34) in 2013 under the terms set forth in the Host City and Venue Agreement. The Port's primary strategic priority over the next two years is to support AC34 by delivering the operational and capital improvements necessary for the event. The Port plans to complete \$54.7 million worth of infrastructure and mitigation work over the course of the next year, including \$13.0 million on AC34 infrastructure improvements along Port property, and \$29.5 million to complete Phase I of the Cruise Terminal project at Pier 27, and \$12.2 million to meet project permitting and mitigation requirements. All of this work will leave a long-lasting legacy for cruises, the local economy, and the public.

REDEVELOPMENT

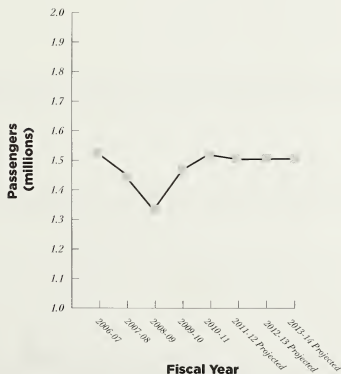
Under AB26, the State of California dissolved all its redevelopment agencies, including the San Francisco Redevelopment Agency, as of February 1, 2012. The City and County of San Francisco was designated as the successor agency for redevelopment assets and functions within its jurisdiction, including the South Beach Harbor and Marina located at Pier 40, and Rincon Park located along the Promenade north of Pier 22½. Beginning FY 2012-13, the Port will integrate these Port-related assets and functions into its budget and operations.

Cruise Passenger Trends



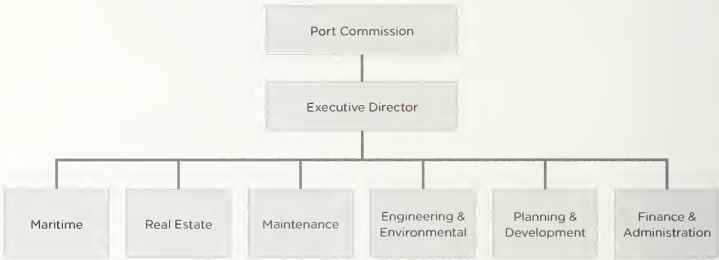
Due to an increase in planned cruise calls and the growing size of cruise ships, the Department projects increased passenger volume near historic levels.

Ferry Passenger Trends



After suffering from a dip in ferry passenger volume in FY 2008-09, the Department has experienced both high and steady rates of transport in and out of San Francisco.

Port



TOTAL BUDGET HISTORICAL COMPARISON

	2010-11	2011-12	2012-2013		2013-2014	
	Actual	Original Budget	Proposed Budget	Chg From 2011-12	Proposed Budget	Chg From 2012-13

AUTHORIZED POSITIONS

Total Authorized	235.91	243.93	257.98	14.05	255.98	(2.00)
Non-operating Positions (cap/other)	(19.08)	(20.77)	(21.00)	(0.23)	(18.00)	3.00
Net Operating Positions	216.83	223.16	236.98	13.82	237.98	1.00

SOURCES

Licenses & Fines	1,503,756	1,366,000	2,060,000	694,000	2,083,000	23,000
Use of Money or Property	62,061,729	50,921,000	60,293,416	9,372,416	62,857,682	2,564,266
Charges for Services	8,355,280	13,552,000	12,872,524	(679,476)	13,749,667	877,143
Other Revenues	2,172,971	1,470,494	1,495,445	24,951	1,502,807	7,362
Transfers In	11,449,669	20,458,495	17,305,600	(3,152,895)	14,746,659	(2,558,941)
Expenditure Recovery	33,804	167,168	190,168	23,000	160,168	(30,000)
Transfer Adjustments-Sources	(11,449,669)	(21,422,934)	(18,426,684)	2,996,250	(17,635,026)	791,658
Use of / (Deposit to) Fund Balance	(8,383,006)	12,239,936	9,642,899	(2,597,037)	10,315,919	673,020
Sources Total	65,744,534	78,752,159	85,433,368	6,681,209	87,780,876	2,347,508

USES - OPERATING EXPENDITURES

Salaries & Wages	19,710,821	20,761,603	22,865,125	2,103,522	23,435,031	569,906
Fringe Benefits	8,619,612	9,834,256	10,840,247	1,005,991	11,956,210	1,115,963
Overhead	111,317	0	0	0	0	0
Professional & Contractual Services	9,050,296	10,759,966	13,301,579	2,541,613	12,455,937	(845,642)
Materials & Supplies	1,351,948	1,305,468	1,410,166	104,698	1,447,598	37,432
Equipment	926,315	493,898	611,010	117,112	503,701	(107,309)
Debt Service	3,261,842	3,850,937	7,899,840	4,048,903	8,191,802	291,962
Services of Other Departments	10,993,382	12,257,539	12,212,280	(45,259)	12,266,692	54,412
Transfers Out	12,126,205	18,938,474	15,957,488	(2,980,986)	15,140,372	(817,116)
Budgetary Reserves	0	0	0	0	2,055,666	2,055,666
Transfer Adjustments-Uses	(11,449,669)	(18,274,735)	(15,077,600)	3,197,135	(14,252,659)	824,941
Uses - Operating Expenditures Total	54,702,069	59,927,406	70,020,135	10,092,729	73,200,350	3,180,215

USES - PROJECT EXPENDITURES

Facilities Maintenance	1,618,401	3,404,636	3,260,073	(144,563)	3,415,526	155,453
Capital Projects	9,424,064	15,420,117	12,153,160	(3,266,957)	11,165,000	(988,160)
Uses - Project Expenditures Total	11,042,465	18,824,753	15,413,233	(3,411,520)	14,580,526	(832,707)

USES BY PROGRAM RECAP

Administration	19,891,117	23,084,714	26,156,925	3,072,211	27,055,858	898,933
Engineering & Environmental	4,136,699	4,194,296	4,354,256	159,960	4,532,446	178,190
Maintenance	26,395,791	34,793,060	32,119,997	(2,673,063)	33,937,590	1,817,593
Maritime Operations & Marketing	3,266,479	3,832,466	8,064,541	4,232,075	8,164,627	100,086
Planning & Development	3,097,204	2,944,527	4,341,865	1,397,338	3,446,394	(895,471)
Real Estate & Management	8,957,244	9,903,096	10,395,784	492,688	10,643,961	248,177
Uses by Program Recap Total	65,744,534	78,752,159	85,433,368	6,681,209	87,780,876	2,347,508

PERFORMANCE MEASURES

	2010-2011 Actual	2011-2012 Target	2011-2012 Projected	2012-2013 Target	2013-2014 Target
MAINTENANCE					
Financial Stability - Improve utilization of maintenance resources					
Percentage of preventative maintenance of sewer pumps performed on schedule	70%	100%	92%	100%	100%
MARITIME OPERATIONS & MARKETING					
Economic Impact - Increase cruise volume					
Total number of cruise ship calls	56	42	59	63	64
Economic Impact - Track ferry passenger volume					
Total number of ferry passengers transiting through Port managed facilities.	1,461,972	1,450,000	1,450,000	1,450,000	1,450,000
REAL ESTATE & MANAGEMENT					
Economic Impact - Achieve maximum revenue from leasing activities					
Amount of revenue earned from commercial/industrial rent and parking, in millions	\$56.7	\$54.0	\$58.0	\$58.2	\$59.7

Public Defender

The Public Defender's Office (PDR) delivers competent, effective, and ethical legal representation to over 20,000 indigent persons accused of crimes and involved in conservatorship matters in San Francisco.

SERVICES

The Public Defender provides services through the following divisions:

FELONY UNIT provides legal representation to individuals charged with felony offenses, including those charged with serious and violent offenses like murder, manslaughter, sex, gang, Three Strikes, fraud, robbery, burglary, criminal threats, assault, weapon possession, and narcotic offenses.

MISDEMEANOR UNIT provides legal representation to individuals charged with misdemeanor offenses, including persons charged with assault and battery, driving under the influence, theft, weapon possession, vandalism, and domestic violence.

JUVENILE UNIT provides legal representation to youth on delinquency matters and is responsible for meeting the educational, social, and behavioral health needs of youth in order to ensure their long-term success at home, school, and in the community.

MENTAL HEALTH UNIT provides representation to clients at all stages of the involuntary treatment commitment process, including petitions to extend maximum terms of commitment, and ensures that clients receive effective mental health treatment.

SPECIALTY COURTS / CLEAN SLATE AND REENTRY UNITS are designed to reduce recidivism. The Specialty Courts—Drug Court, Behavioral Health Court and the Community Justice Center—employ evidence-based practices to obtain positive social outcomes. The Clean Slate/Reentry units eliminate barriers to employment and link clients to essential services.

MAGIC PROGRAM convenes, facilitates, and coordinates a network of 100 community-based organizations that support and build the collective capacity of service providers, schools, City agencies, and community members in Bayview Hunters Point and the Western Addition neighborhood.

For more information, call (415) 553-1671 or 311; or visit www.sfpublicdefender.org

BUDGET DATA SUMMARY

	2010-2011 Actual	2011-2012 Budget	2012-2013 Proposed	Change from 2011-2012	2013-2014 Proposed	Change from 2012-2013
Total Expenditures	25,238,746	25,942,106	26,837,776	895,670	27,978,564	1,140,788
Total FTE	156	160	158	(2)	158	0

BUDGET ISSUES AND DETAILS

The Fiscal Year (FY) 2012-13 proposed budget of \$26.8 million for the Public Defender is \$0.9 million, or 3.4 percent, higher than the FY 2011-12 budget of \$25.9 million. A significant portion of this increase is due to increases in salary and fringe benefits costs.

The FY 2013-14 proposed budget of \$28.0 million for the Public Defender is \$1.1 million, or 4.1 percent, higher than the FY 2012-13 budget of \$26.8 million. A significant portion of this increase is also due to increases in salary and fringe benefits costs.

COMMUNITY JUSTICE CENTER

The Community Justice Center (CJC), created in May 2009, offers a more community-centered approach to addressing crimes that directly affect neighborhoods in a treatment-oriented collaborative setting. Beginning in March of 2012, with the agreement of the Superior Court, the Public Defender resumed representing all eligible clients at the CJC utilizing existing staff.

REENTRY PLANNING FOR YOUTH WHO ARE RETURNING FROM OUT-OF-HOME PLACEMENT

From the time the Court removes a child from the home, the Juvenile Unit begins working with the youth, family, community and stakeholders (such as the Juvenile Probation Department, community based organizations, San Francisco Unified School District, the Superior Court, and the Department of Public Health) to craft a resolution that best serves the interest of the child while also taking into consideration public safety. For the past three years, the Department has been a partner in the Juvenile Collaborative Reentry Team Court (JCRT), which provides extensive reentry planning for youth who are returning from out-of-home placements. 88.0 percent of the youth participating in the JCRT program do not reoffend. JCRT has been funded by a grant, which will expire in the fall of 2012; however, the Collaborative is actively seeking continued grant funds for this program.

JUSTICE ACCOUNTABILITY UNIT

The Department created a temporary Justice Accountability Unit in 2011. Since then, this unit has investigated nearly 7,000 cases impacted by misconduct. In total, the Department was able to obtain over one hundred dismissals and moved to set aside guilty pleas in affected cases.

In order to continue the work of the temporary Justice Accountability Unit, the FY 2012-13 budget proposes adding two new Investigators to the Office of Citizen Complaints.

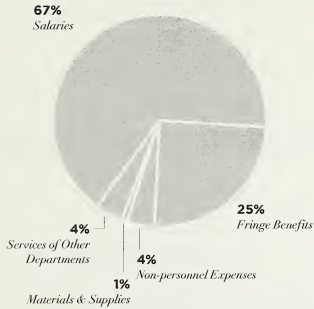
OBTAINING GRANT FUNDING

Many federal grants are available through entities such as the Bureau of Justice Assistance and the Department of Justice. Awarded directly to state and local governments, these grants are designed to supplement criminal justice programs around the nation. The FY 2012-13 budget proposes adding one Grant Writer to support the Department's efforts to compete for these federal and state resources.

EXPANDING EMPLOYMENT OPPORTUNITIES FOR ALL SAN FRANCISCANS

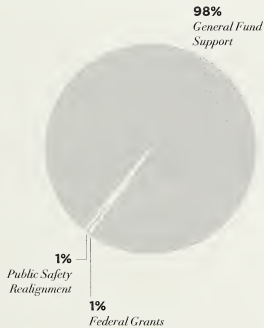
The Department obtained a private grant from the Metta Fund Foundation to implement a Supported Employment program that assists clients with mental illness in securing competitive employment. The Supported Employment social worker expedites the process of obtaining employment for the mentally ill offender population, expands the network of job possibilities, and reaches a wider range of people with mental illness. The social worker is responsible for conducting custodial interviews and assessments of the adult mental health offender population in order to assist these individuals in obtaining and maintaining employment that is consistent with their vocational goals and recovery.

FY 2012-13 Department Uses



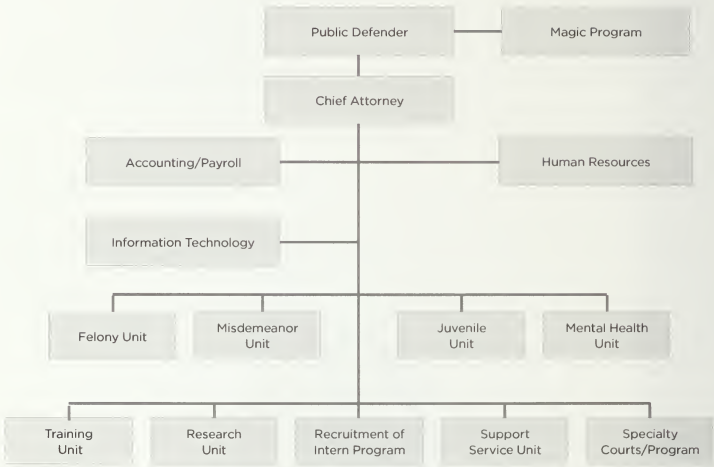
Salaries and fringe benefits make up 92.0 percent of the Department's budget.

FY 2012-13 Department Sources



98 percent of the Department's revenue is General Fund Support.

Public Defender



TOTAL BUDGET HISTORICAL COMPARISON

	2010-11	2011-12	2012-2013		2013-2014	
	Actual	Original Budget	Proposed Budget	Chg From 2011-12	Proposed Budget	Chg From 2012-13

AUTHORIZED POSITIONS

Total Authorized	157.89	162.22	161.56	(0.66)	160.52	(1.04)
Non-operating Positions (cap/other)	(1.42)	(2.42)	(3.69)	(1.27)	(2.42)	1.27
Net Operating Positions	156.47	159.80	157.87	(1.93)	158.10	0.23

SOURCES

Intergovernmental Revenue - Federal	170,750	212,258	88,484	(123,774)	88,484	0
Intergovernmental Revenue - State	0	0	109,755	109,755	109,755	0
Other Revenues	104,870	0	0	0	0	0
Expenditure Recovery	248,153	0	54,258	54,258	54,258	0
Use of / (Deposit to) Fund Balance	45,258	0	0	0	0	0
General Fund Support	24,669,715	25,729,848	26,585,279	855,431	27,726,067	1,140,788
Sources Total	25,238,746	25,942,106	26,837,776	895,670	27,978,564	1,140,788

USES - OPERATING EXPENDITURES

Salaries & Wages	17,347,738	17,291,185	17,915,403	624,218	18,299,774	384,371
Fringe Benefits	5,625,533	6,329,760	6,632,248	302,488	7,388,286	756,038
Professional & Contractual Services	925,043	966,003	959,796	(6,207)	959,796	0
Materials & Supplies	139,889	142,863	141,809	(1,054)	141,809	0
Equipment	0	9,171	0	(9,171)	0	0
Services of Other Departments	1,270,171	1,203,124	1,188,520	(14,604)	1,188,899	379
Expenditure Recovery	(69,628)	0	0	0	0	0
Uses - Operating Expenditures Total	25,238,746	25,942,106	26,837,776	895,670	27,978,564	1,140,788

USES BY PROGRAM RECAP

Criminal And Special Defense	24,912,868	25,729,848	26,749,292	1,019,444	27,890,080	1,140,788
Grant Services	303,248	212,258	88,484	(123,774)	88,484	0
Violence Prevention	22,630	0	0	0	0	0
Uses by Program Recap Total	25,238,746	25,942,106	26,837,776	895,670	27,978,564	1,140,788

PERFORMANCE MEASURES

	2010-2011 Actual	2011-2012 Target	2011-2012 Projected	2012-2013 Target	2013-2014 Target
CRIMINAL AND SPECIAL DEFENSE					
Represent defendants effectively					
Number of felony matters handled	11,847	12,172	7,425	7,425	7,425
Number of misdemeanor matters handled	7,557	10,034	4,269	4,269	4,269
Number of mental health clients represented	2,871	3,000	2,884	3,000	3,000
Number of juvenile matters handled	5,596	5,352	4,850	4,850	4,850
Provide expungement services					
Number of applicants/individuals receiving legal consultation and referrals via drop in services and telephone conferences	n/a	5,000	4,758	4,758	4,758
Number of motions filed on behalf of the clients under Clean Slate	1,512	1,400	1,400	1,400	1,400
Provide alternatives to incarceration					
Number of new participants in Drug Court	n/a	550	336	336	336
Number of carryover participants in Drug Court	n/a	200	200	200	200
Number of dismissals of Drug Court client cases	n/a	250	125	120	120
Provide Re-entry Services to Clients					
Number of clients evaluated for referral to services	n/a	300	300	300	300
Number of clients referred to services	n/a	200	200	200	200

n/a: The Department has recently updated its performance measures; thus, data from past fiscal years does not exist.

Public Health

The mission of the Department of Public Health (DPH) is to protect and promote the health of all San Franciscans.

SERVICES

The Department of Public Health provides services through the following areas/divisions:

SAN FRANCISCO GENERAL HOSPITAL (SFGH) is a licensed general acute care hospital owned and operated by the City and County of San Francisco. SFGH provides a full complement of inpatient, outpatient, emergency, skilled nursing, diagnostic, mental health and rehabilitation services for adults and children. Additionally, SFGH is the designated Trauma Center for the 1.5 million residents of San Francisco and northern San Mateo County.

LAGUNA HONDA HOSPITAL provides a full range of skilled nursing services to adult residents of San Francisco who are disabled or chronically ill, including specialized care for those with wounds, head trauma, stroke, spinal cord and orthopedic injuries, AIDS, and dementia.

COMMUNITY PROGRAMS provides community oriented primary care delivered through 20 City-run clinics throughout San Francisco, including at SFGH's campus, HIV health services, mental health and substance abuse treatment, housing and homelessness assistance, and maternal and child health care.

HEALTH AT HOME provides home health services to residents of San Francisco, which reduces their reliance on unnecessary institutionalization and supports independent living in the community.

JAIL HEALTH SERVICES provides a comprehensive and integrated system of medical, psychiatric and substance abuse services to inmates in San Francisco jails.

PUBLIC HEALTH SERVICES provides health promotion and prevention, HIV/AIDS programs, infectious disease control, and environmental health.

For more information, call 311; or visit www.sfdph.org

BUDGET DATA SUMMARY

	2010-2011 Actual	2011-2012 Budget	2012-2013 Proposed	Change from 2011-2012	2013-2014 Proposed	Change from 2012-2013
Total Expenditures	1,440,358,520	1,577,277,867	1,675,635,053	98,357,186	1,748,585,152	72,950,099
Total FTE	5,696	5,671	5,802	130	5,849	48

BUDGET ISSUES AND DETAILS

The Fiscal Year (FY) 2012-13 proposed budget of \$1.7 billion for DPH is \$98.4 million, or 6.2 percent, higher than the FY 2011-12 budget of \$1.6 billion. The FY 2013-14 proposed budget of \$1.7 billion for DPH is \$72.9 million, or 4.4 percent, higher than the FY 2012-13 budget. A significant portion of this increase over both years is due to investments required to meet new state and federal mandates, including adoption of electronic medical records and meeting new performance milestones in preparation for federal healthcare reform. In addition, as a result of a recent state policy change, the Department will incur a net \$7.9 million in additional costs for SF PATH (San Francisco Provides Access to Health Care) for pharmaceutical costs for patients formerly enrolled in Ryan White, and for out-of-network costs for its participants.

PREPARING FOR HEALTH CARE REFORM

DPH receives federal reimbursement through California's 1115 Medicaid Waiver to help prepare health care delivery systems for the implementation of major components of federal Health Care Reform. In FY 2012-13, the waiver will provide \$42.5 million in funding contingent on the Department meeting several specific performance milestones such as increased timely access to care, and improved health outcomes. These dollars will allow the Department to expand clinic hours, increase access to specialty care and continue the integration of Primary Care and Behavioral Health, among other system improvements, through \$5.0 million in investments in FY 2012-13, which increase to \$10.2 million in FY 2013-14.

Waiver funding supported the launch of SF PATH, a health access program for low income patients, in July 2011. The waiver is transitioning 10,000 Healthy San Francisco participants into this program in preparation for federal health reform implementation. As of February 2012, there were 11,000 uninsured San Francisco adults enrolled in SF PATH. In FY 2012-13, the Department will continue provision of care to this population.

During FY 2011-12, the Department launched planning efforts to strengthen its Integrated Delivery System (IDS). The IDS will help the Department prepare for health reform by focusing on better health outcomes, improved patient satisfaction and efficiency. During FY 2012-13, the Department will move toward implementation of key aspects of this plan and work to ensure that it is a provider of choice.

STRENGTHENING CARE FOR THE UNINSURED - HEALTHY SAN FRANCISCO

The Mayor's proposed budget fully funds the City's landmark universal health care program, Healthy San Francisco (HSF). Launched in 2007, HSF provides comprehensive, affordable health care to uninsured adults. In FY 2011-12, the Department added the Teen & Youth Adult Health Center to the provider network and completed an independent two-year evaluation. The evaluation found that Healthy San Francisco provided access to timely and coordinated primary care services, alleviated financial and nonfinancial barriers to medical care, and that participants used fewer hospital emergency department services over time. In addition, during FY 2011-12, Healthy San Francisco was named as one of six finalists in the 2011 Innovations in American Government Award competition by the Ash Center for Democratic Governance and Innovation at the John F. Kennedy School of Government, Harvard University. As of February 2012, 46,000 uninsured San Francisco adults were enrolled in HSF. In FY 2012-13, the Department will continue to see program growth.

IMPROVING PATIENT FLOW THROUGHOUT OUR SYSTEM OF CARE

As part of delivery system integration, the Department will improve patient flow at its hospitals by reviewing the utilization of beds at SFGH, LLH, and the Behavioral Health Center (BHC) to ensure that patients are receiving the most appropriate level of care and that the Department is maximizing state and federal revenues. The Mayor's budget proposal includes funding for the strengthening of the utilization management team at SFGH as well as adds \$1.6 million towards non-acute community placement beds to ensure more timely discharges of stable patients who no longer need to be in an acute care setting. In addition, LHH will create a short stay program using existing beds to promote more rapid and efficient community reintegration for residents who have a strong potential for early recovery and rehabilitation from their disabling illness or sickness, including those from SFGH. This new program will include direct utilization management, discharge planning, and intensive community re-entry activities to ensure timely discharge from LHH. Finally, DPH will also review the utilization of the BHC to determine ways this facility can be used more effectively to meet the needs of clients being discharged from the hospitals.

Timely discharges benefit patients by ensuring they are in the appropriate level of care, and that new patients have increased access to SFGH's critical services as rapid bed turnover will reduce the amount of time SFGH's Emergency Department is on diversion. In addition, these initiatives are expected to generate a net increase in revenue of \$5.3 million in FY 2012-13 and \$8.2 million in FY 2013-14 by increasing the number of acute patients in the Department's care.

REDUCING EXISTING COSTS

While there are many regulatory changes that require new and significant investments, DPH is also finding ways to provide efficiencies within its system to reduce General Fund support. Starting in FY 2012-13, SFGH will improve patient flow in the Emergency Department (ED) by changing the way it conducts patient triage and cohorting patients based on acuity instead of when they arrive. Approximately 10 percent of 65,000 annual visits in the ED have patients who leave without being seen by a physician. Through cohorting patients and maximizing exam room space in the ED, SFGH will improve patient flow by doing rapid assessments for patient who meet the criteria, so they can be seen and discharged more quickly, and reduce the amount of time the ED is on diversion. SFGH will also reduce same day cancellations in the Operating Rooms by adding a nurse to do a pre-operation clinic to evaluate and prepare patients for surgery. These two efficiencies at SFGH will generate a net \$2.6 million in revenues in FY 2012-13 and \$3.2 million in FY 2013-14.

In addition, DPH will consolidate its outpatient rehabilitation programming at LHH and SFGH into one program. As part of this consolidation, DPH will reduce management costs and review program utilization, and reconfigure the program to more efficiently provide patients with the rehabilitation services they need.

TRANSITIONING TO ELECTRONIC MEDICAL RECORDS

Federal Stimulus funding will also allow the Department to begin to transition to using electronic medical records. An additional \$4.9 million in primarily one-time costs is budgeted for this project in FY 2012-13. Federal funding is tied to achieving meaningful use of electronic medical records over the next several years to improve the quality of care and health outcomes. In FY 2013-14, the Department will make improvements in technology and service delivery in light of this shift towards electronic medical records. This investment will assist the Department in improving the quality of its services as it works towards fully implementing Health Care Reform.

HOUSING A HEALTH NECESSITY

San Francisco continues to be a leader in the development of supportive housing for persons with complex health conditions. As DPH strives to become a truly integrated delivery system, access to community-based residential facilities for homeless people and people exiting hospital care remains an important priority.

During FY 2012-13, the Department will open 282 new Direct Access to Housing units, including the City's largest supportive housing site of 174 units located at 220 Golden Gate Ave (the former Central City YMCA). In the following two fiscal years, the Department will assist in bringing on an additional 158 units of high quality housing units for people who have been homeless as well as people exiting higher levels of care.

PLANNING FOR THE NEW SAN FRANCISCO GENERAL HOSPITAL

In the 2015, the new SFGH will open with 284 beds, 32 more than the current hospital. All acute care services will be relocated to the new facility and all non-acute services not subject to state requirements for seismic compliance will remain in the current building. To plan for the transition of patients and services to this new facility, DPH will invest \$40.0 million for new facility and transition planning over the next several years.

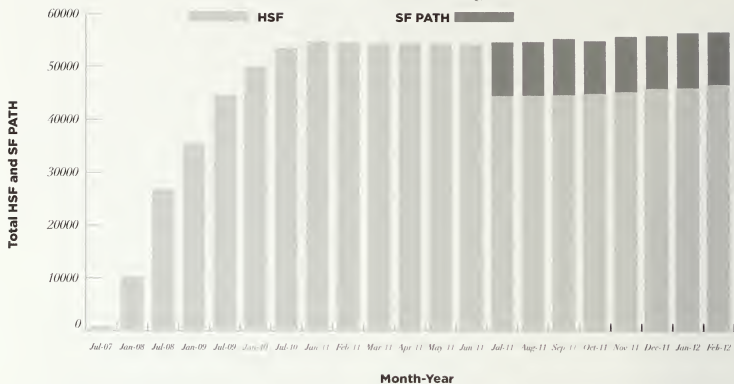
COMMUNITY TRANSFORMATION GRANT

DPH has been awarded a grant of \$815,358 annually for five years to implement the citywide "San Francisco Health in All Policies: Transforming Places, Empowering People" (SF-HiAP) initiative. This grant will support public health efforts to reduce chronic diseases, promote healthier lifestyles, reduce health disparities, and control health care spending. DPH will partner with designated community-based organizations, academic institutions, and other City agencies to realize the goals of the Community Transformation Grant.

HIV HEALTH AND PREVENTION FUNDING

As a result of federal budget cuts, DPH's proposed budget includes a loss of federal funds in HIV/AIDS care, treatment, and prevention services of \$6.6 million in FY 2012-13 and \$8.0 million in FY 2013-14. The Mayor's proposed budget for DPH fully backfills the \$6.6 million loss in FY 2012-13, and backfills \$4.0 million of the loss in FY 2013-14. The Mayor has asked program Planning Councils, community leaders, and DPH staff to work together in the next year to help find efficiencies to fill the remaining FY 2013-14 gap.

Enrollment in Healthy San Francisco and Low Income Health Program



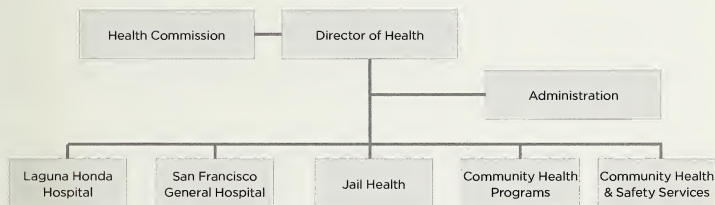
Approximately 85 percent of the uninsured are enrolled in Healthy San Francisco and San Francisco Provides Access To Health Care.

Linking Patients with Primary Care Providers in Community Orientated Primary Care



Through the implementation of the care team model to increase provider productivity, DPH has successfully increased the number of patients actively engaged in primary care by over 5,500.

Public Health



TOTAL BUDGET – HISTORICAL COMPARISON

	2010-11	2011-12	2012-2013		2013-2014	
	Actual	Original Budget	Proposed Budget	Chg From 2011-12	Proposed Budget	Chg From 2012-13

AUTHORIZED POSITIONS

Total Authorized	5,761.18	5,736.63	5,867.81	131.18	5,915.46	47.65
Non-operating Positions (cap/other)	(65.11)	(65.34)	(66.30)	(0.96)	(66.34)	(0.04)
Net Operating Positions	5,696.07	5,671.29	5,801.51	130.22	5,849.12	47.61

SOURCES

Licenses & Fines	9,560,154	9,325,128	9,961,246	636,118	9,961,246	0
Use of Money or Property	861,200	814,240	989,240	175,000	989,240	0
Intergovernmental Revenue - Federal	76,660,739	91,527,323	73,282,075	(18,245,248)	71,916,503	(1,365,572)
Intergovernmental Revenue - State	288,746,104	314,498,836	299,333,772	(15,165,064)	289,716,272	(9,617,500)
Intergovernmental Revenue - Other	12,033	0	30,000	30,000	30,000	0
Charges for Services	728,835,609	744,254,387	781,444,979	37,190,592	795,591,194	14,146,215
Other Revenues	17,665,033	24,277,657	28,581,016	4,303,359	31,781,016	3,200,000
Transfers In	120,379,153	156,471,579	174,547,580	18,076,001	217,807,069	43,259,489
Expenditure Recovery	26,365,592	29,331,764	32,896,883	3,565,119	32,874,799	(22,084)
Transfer Adjustments-Sources	(117,435,944)	(156,471,579)	(172,347,580)	(15,876,001)	(215,607,069)	(43,259,489)
Use of / (Deposit to) Fund Balance	16,304,628	0	547,724	547,724	1,752,474	1,204,750
General Fund Support	272,404,219	363,248,532	446,368,118	83,119,586	511,772,408	65,404,290
Sources Total	1,440,358,520	1,577,277,867	1,675,635,053	98,357,186	1,748,585,152	72,950,099

USES – OPERATING EXPENDITURES

Salaries & Wages	523,631,045	527,484,611	569,263,216	41,778,605	582,352,435	13,089,219
Fringe Benefits	217,359,762	226,858,999	239,149,964	12,290,965	263,416,692	24,266,728
Overhead	1,421,033	1,522,851	1,562,679	39,828	1,502,671	(60,008)
Professional & Contractual Services	512,776,355	632,233,416	650,809,262	18,575,846	680,162,113	29,352,851
Aid Assistance / Grants	2,847,107	0	25,000	25,000	25,000	0
Materials & Supplies	94,381,147	93,261,662	102,247,292	8,985,630	104,726,730	2,479,438
Equipment	2,747,156	2,548,493	3,790,869	1,242,376	1,498,519	(2,292,350)
Debt Service	338,186	1,704,013	20,613,670	18,909,657	22,214,631	1,600,961
Services of Other Departments	69,626,947	74,615,915	79,633,101	5,017,186	83,248,861	3,615,760
Transfers Out	118,735,944	156,471,579	172,347,580	15,876,001	215,607,069	43,259,489
Transfer Adjustments-Uses	(117,435,944)	(156,471,579)	(172,347,580)	(15,876,001)	(215,607,069)	(43,259,489)
Uses – Operating Expenditures Total	1,426,428,738	1,560,229,960	1,667,095,053	106,865,093	1,739,147,652	72,052,599

USES – PROJECT EXPENDITURES

Facilities Maintenance	991,986	2,395,000	2,510,000	115,000	2,635,500	125,500
Capital Renewal	0	3,000,000	2,530,000	(470,000)	5,000,000	2,470,000
Capital Projects	12,937,796	11,652,907	3,500,000	(8,152,907)	1,802,000	(1,698,000)
Uses – Project Expenditures Total	13,929,782	17,047,907	8,540,000	(8,507,907)	9,437,500	897,500

USES BY PROGRAM RECAP

Central Administration	92,152,933	141,245,883	152,597,580	11,351,697	152,196,929	(400,651)
Children's Baseline	37,201,031	45,663,536	47,842,181	2,178,645	48,845,951	1,003,770
Comm Hlth - Comm Support - Housing	24,083,222	22,600,832	24,950,268	2,349,436	28,319,064	3,368,796
Comm Hlth - Prev - Maternal & Child Hlth	20,056,361	25,482,839	27,067,827	1,584,988	27,527,584	459,757
Comm Hlth - Prevention - Aids	51,421,640	69,378,188	58,331,268	(11,046,920)	53,296,181	(5,035,087)
Comm Hlth - Prevention - Disease Control	19,324,733	19,567,601	19,662,067	94,466	19,350,638	(31,429)
Comm Hlth - Prevention - Hlth Education	4,988,077	5,254,804	5,979,393	724,589	6,018,906	39,513

TOTAL BUDGET HISTORICAL COMPARISON

	2010-11	2011-12	2012-2013		2013-2014	
	Actual	Original Budget	Proposed Budget	Chg From 2011-12	Proposed Budget	Chg From 2012-13
Emergency Services Agency	1,230,970	1,597,375	1,400,000	(197,375)	1,400,000	0
Environmental Health Services	19,601,922	18,276,905	19,029,052	752,147	19,644,340	615,288
Forensics - Ambulatory Care	27,565,930	27,624,286	28,830,878	1,206,592	29,453,951	623,073
Health At Home	6,931,665	5,889,937	6,496,357	606,420	6,650,199	153,842
Laguna Honda - Long Term Care	172,704,500	184,879,744	203,588,454	18,708,710	213,231,360	9,642,906
Laguna Honda Hosp - Acute Care	2,646,401	3,499,491	3,619,328	119,837	3,725,532	106,204
Laguna Honda Hosp - Comm Support Care	255	1	0	(1)	0	0
Mental Health - Acute Care	3,011,004	3,462,797	3,462,797	0	3,462,797	0
Mental Health - Children's Program	31,114,606	39,417,159	38,164,598	(1,252,561)	38,361,464	196,866
Mental Health - Community Care	148,316,323	148,827,320	152,331,844	3,504,524	157,551,320	5,219,476
Mental Health - Long Term Care	27,114,236	27,979,616	28,086,587	106,971	28,170,683	84,096
Occupational Safety & Health	1,648,213	1,765,354	1,846,839	81,485	1,893,408	46,569
Primary Care - Ambu Care - Health Cntrs	55,357,660	60,269,318	71,335,548	11,066,230	72,687,422	1,351,874
SFGH - Acute Care - Forensics	2,219,343	3,378,616	3,437,973	59,357	3,514,032	76,059
SFGH - Acute Care - Hospital	511,969,828	556,455,037	604,231,329	47,776,292	656,712,891	52,481,562
SFGH - Acute Care - Psychiatry	30,026,525	26,157,339	26,127,815	(29,524)	26,483,933	356,118
SFGH - Ambu Care - Adult Med Hlth Cntr	32,692,853	24,191,367	27,739,879	3,548,512	28,172,742	432,863
SFGH - Ambu Care - Methadone Clinic	2,021,816	1,578,382	1,638,208	59,826	1,675,319	37,111
SFGH - Ambu Care - Occupational Health	3,204,648	2,390,450	2,327,135	(63,315)	2,385,124	57,989
SFGH - Emergency - Emergency	29,802,232	22,805,573	24,472,046	1,666,473	25,050,828	578,782
SFGH - Emergency - Psychiatric Services	6,487,631	8,898,090	9,133,300	235,210	9,317,911	184,611
SFGH - Long Term Care - Rf Psychiatry	14,805,527	16,487,143	16,871,492	384,349	17,531,668	660,176
Substance Abuse - Community Care	60,656,435	62,252,884	65,033,010	2,780,126	65,952,975	919,965
Uses by Program Recap Total	1,440,358,520	1,577,277,867	1,675,635,053	98,357,186	1,748,585,152	72,950,099

PERFORMANCE MEASURES

	2010-2011 Actual	2011-2012 Target	2011-2012 Projected	2012-2013 Target	2013-2014 Target
COMM HLTH - COMM SUPPORT - HOUSING					
Increase the number of supportive housing units					
Number of bed slots in housing programs	2,205	2,414	2,403	2,629	2,803
Number of primary care visits provided to supportive housing clients at Housing & Urban Health Clinics	9,384	8,700	9,300	9,300	9,300
Number of unduplicated clients served in supportive housing	1,113	1,240	1,240	1,376	1,547
Increase attention to social and economic factors that affect health status					
Number of unduplicated clients served by housing and housing-related programs	5,404	6,000	3,725	3,974	4,165
COMM HLTH - PREV - MATERNAL & CHILD HLTH					
Increase the number of breastfed infants in the Women, Infants and Children (WIC) program					
Percentage of breastfed infants participating in the WIC program per month	65%	67%	67%	67%	67%
COMM HLTH - PREVENTION - AIDS					
Strengthen primary and secondary prevention activities					
Percentage of clients testing HIV+ who are successfully linked to medical care	67%	75%	75%	75%	75%
COMM HLTH - PREVENTION - BEHM					
Protect and respond to the environmental health of San Francisco residents					
Percentage of environmental health complaints abated	86%	78%	80%	80%	80%
COMM HLTH - PREVENTION - HLTH EDUCATION					
Decrease injury and disease among San Francisco residents					
Number of children who receive dental screening, fluoride varnish, education or sealant	7,951	5,000	4,500	4,500	4,500
Number of immunizations provided to children	23,090	23,000	21,500	22,000	22,000
Number of immunizations provided to adults	23,368	16,000	21,500	22,000	22,000
FORENSICS - AMBULATORY CARE					
Provide continuity of care for recipients of DPH services					
Number of jail health screenings	17,912	19,000	17,000	17,000	17,000
MENTAL HEALTH - CHILDREN'S PROGRAM					
Increase the number of high-risk children served in mental health treatment settings					
San Francisco residents under 19 years of age receiving services provided by Children's Mental Health Services	4,962	5,000	5,000	5,000	5,000
MENTAL HEALTH - COMMUNITY CARE					
Provide clinical services to target populations					
Number of unique mental health clients in treatment	26,242	24,000	24,000	25,000	25,000
Percentage of new mental health clients who are homeless	12%	20%	15%	15%	15%
PRIMARY CARE - AMBU CARE - HEALTH CNTRS					
Provide clinical services to target populations					
Percentage of patients who are uninsured	46%	43%	41%	41%	41%
Percentage of patients who are homeless	16%	9%	11%	11%	11%
Percentage of outpatient visits by uninsured patients	36%	35%	35%	36%	36%
Percentage of outpatient visits by homeless patients	13%	8%	12%	12%	12%
Percentage of Healthy San Francisco participant complaints resolved within 60 days	100%	85%	85%	85%	85%

PERFORMANCE MEASURES

	2010-2011 Actual	2011-2012 Target	2011-2012 Projected	2012-2013 Target	2013-2014 Target
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SFGH - ACUTE CARE - HOSPITAL

Provide clinical services to target populations

Number of hospital medical/surgical inpatient days at SFGH	79,945	80,000	80,000	80,000	80,000
Uninsured medical/surgical inpatient days as a percentage of total medical/surgical inpatient days	19%	21%	21%	21%	21%
Homeless outpatient visits as a percentage of total visits	6%	5%	6%	6%	6%

Decrease rate of ambulance diversions

Percentage of time that San Francisco General Hospital's Emergency Department is unable to accept lower-priority emergency cases	25%	25%	25%	23%	23%
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SUBSTANCE ABUSE - COMMUNITY CARE

Provide substance abuse treatment services

Number of unique substance abuse clients in treatment	7,819	9,000	9,000	9,000	9,000
Percentage of homeless clients among substance abuse treatment admissions	31%	50%	26%	26%	26%

Public Library

The San Francisco Public Library (LIB or “the Library”) is dedicated to free and equal access to information, knowledge, independent learning, and reading for our community. The Library consists of the Main Library at the Civic Center, 27 other branch libraries spread out across the City, mobile book vans that rotate in different locations around the City, and the public website. In addition to the Library’s collection of 3.4 million items in various formats and over 50 languages, the Library offers the public access to computers, various technologies, and educational, literary, and recreational programming.

SERVICES

The Library provides services through the following strategic areas:

LITERACY AND LEARNING services provide robust collections, resources, services, and programs that support reading, life-long learning, and address the changing literacy and learning needs of the 21st century.

DIGITAL STRATEGIES are designed to ensure equitable access to public technology and resources.

YOUTH ENGAGEMENT involves the City’s youth through a myriad of programs and services including early literacy, the summer reading program, homework help services, test preparation programs, outreach to schools, and expanded teen services on technology and media literacies.

STRATEGIC PARTNERSHIPS leverage the Library’s resources to strengthen the services and programs offered and help the Library reach a larger audience.

DIVERSE PROGRAMMING promotes the Library as a key center for literary arts, a provider of accessible services, fostering community engagement and serves as a place where all San Franciscans feel welcome.

For more information, call (415) 557-4400 or 311; or visit www.sfpl.org

BUDGET DATA SUMMARY

	2010-2011 Actual	2011-2012 Budget	2012-2013 Proposed	Change from 2011-2012	2013-2014 Proposed	Change from 2012-2013
Total Expenditures	85,964,619	86,469,190	92,351,382	5,882,192	96,969,890	4,618,508
Total FTE	645	628	639	10	642	3

BUDGET ISSUES AND DETAILS

The Fiscal Year (FY) 2012-13 proposed budget of \$92.4 million for the Library is \$5.9 million, or 6.8 percent, higher than the FY 2011-12 budget of \$86.5 million. A significant portion of this increase is due to increases in salary and fringe benefits costs. In addition, starting in FY 2012-13, branch library hours will be expanded from six to seven days a week at two additional branch libraries (bringing the total number of library facilities open seven days a week to 15 out of 28 locations). The Library's budget also includes enhancements to library materials collections and facilities maintenance.

The FY 2013-14 proposed budget of \$97.0 million for the Library is \$4.6 million, or 5.0 percent, higher than the FY 2012-13 budget of \$92.4 million. A significant portion of this increase is also due to increases in salary and fringe benefits costs. In addition, the Department continues to increase funding to ensure that it maintains robust materials collections, information technology, infrastructure, and programs for the public.

BRANCH LIBRARY IMPROVEMENT PROGRAM (BLIP)

Following voter approval of a \$106.0 million General Obligation bonds in 2000, the City leveraged the approved bond funds with State grants, gifts and revenue bonds supported by the Library Preservation Fund to finance the \$196.3 million Branch Library Improvement Program (BLIP). BLIP calls for the renovation of 16 branches, the replacement of four leased facilities with City-owned buildings, the replacement of three branches with new buildings, the construction of the Mission Bay branch, the construction of a new branch library (the first in 40 years), and the creation of a support services center. The Library has completed 22 of the 24 BLIP projects, as well as the support services facility, and has spent approximately 86 percent of its program budget as of the end of April 2012. The two remaining BLIP projects are the Bayview and the North Beach branch libraries. The Bayview branch library is approximately 50 percent complete. The North Beach branch library project is anticipated to begin construction in the summer of 2012.

In addition, beginning in FY 2012-13, the Library will expand the hours of operation at the Portola and Visitation Valley branch libraries to seven days a week, in order to provide additional access to services that enhance literacy and learning efforts for the public.

EMBRACING INNOVATION

Over the next two fiscal years, the Library will focus on upgrading its servers, networks, bandwidth and improving its catalog search capabilities to ensure equitable access to public technology to help close the City's digital divide.

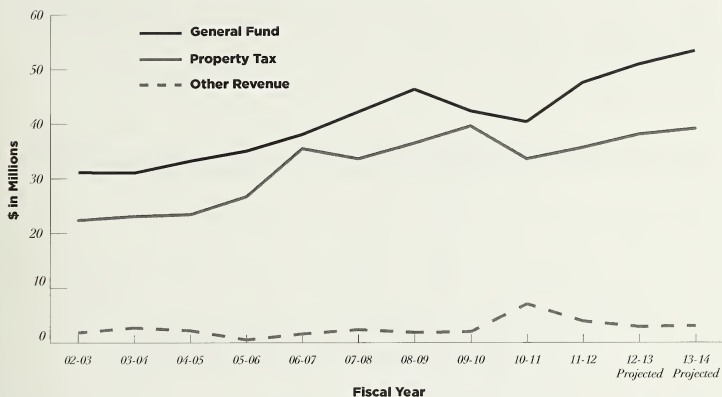
Enhancements in the priority service area over the next two fiscal years includes funding for assistive technology equipment and software upgrades; additional interpreter services for the hearing impaired; converting three bookmobiles into mobile technology labs to allow for content creation, access to digital resources, and enhance outreach and marketing opportunities; expansion of the Library's laptop lending program; and an investment in an eLearning management system for staff to track continuing education achievements and trainings.

YOUTH ENGAGEMENT

The Library's budget proposal reinforces the Department's strong commitment to children and youth services through its early literacy initiative, summer reading programs, teen services and school outreach and training programs. The proposed budget also includes enhancements to the Writers' Corps and YouthWorks programs that develop essential skills in writing, communication, and basic job readiness for teens.

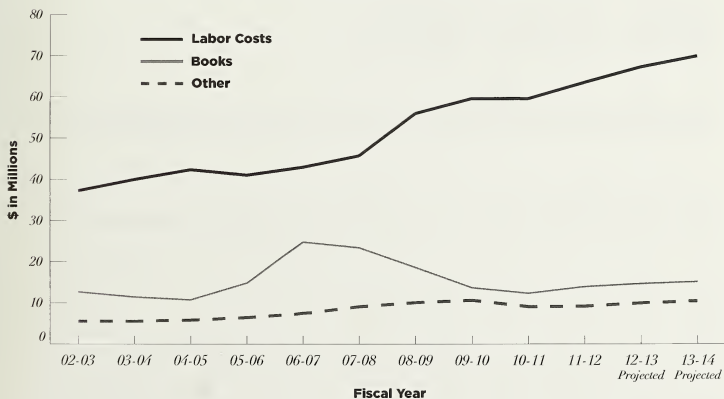
In FY 2011-12, the Department received a \$100,000 grant from the Institute of Museum and Library Sciences to build a Teen Center Learning Lab Program that will support the attainment of multiple literacies in technology, media, environment and health, reading and civic engagement. Youth who engage in the planning process and Learning Lab programs will learn how to select and use resources in new ways as sources for creative media projects; be better consumers and evaluators of digital content; use technology and media production tools; share and license work produced in the Creative Commons; and tell stories that support and celebrate local culture and diversity. Teen producers, distributors and curators of work in a digital world will gain practical knowledge about such topics as distribution rights, copyright, journalism ethics and more to help them in their current projects and future careers. The Library's budget includes \$450,000 over the next two fiscal years to fund the completion of the full architectural design and bid estimates for the new Teen Center Learning Lab within the Main Library. The new Teen Center will act as a City hub for youth media education and literacy development.

Department Sources by Fiscal Year



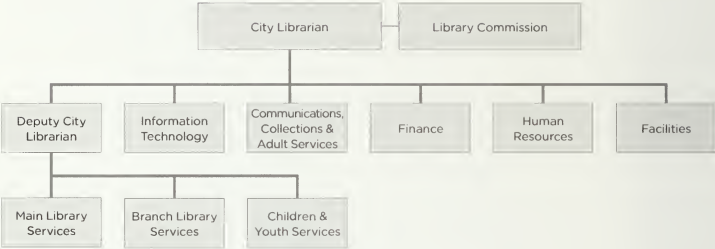
The Library expects modest growth in property tax revenue in FY 2012-13 as well as an increase in its General Fund baseline. However, the Library will see declines in other revenue as a result of state funding reductions.

Department Uses by Fiscal Year



The Library expects continued increases in labor costs, while other expenses decrease. As more branch libraries reopen in FY 2012-13, labor costs will increase further.

Public Library



TOTAL BUDGET HISTORICAL COMPARISON

	2010-11	2011-12	2012-2013		2013-2014	
	Actual	Original Budget	Proposed Budget	Chg From 2011-12	Proposed Budget	Chg From 2012-13
AUTHORIZED POSITIONS						
Total Authorized	645.37	628.41	638.87	10.46	641.59	2.72
Net Operating Positions	645.37	628.41	638.87	10.46	641.59	2.72

SOURCES

Local Taxes	36,462,943	35,565,000	37,265,000	1,700,000	38,358,000	1,093,000
Licenses & Fines	101,938	0	0	0	0	0
Use of Money or Property	739,563	646,688	646,688	0	646,688	0
Intergovernmental Revenue - Federal	89,792	8,000	0	(8,000)	0	0
Intergovernmental Revenue - State	540,815	468,236	165,000	(303,236)	165,000	0
Charges for Services	869,615	1,000,800	1,000,800	0	1,000,800	0
Other Revenues	1,076,720	349,000	27,000	(322,000)	27,000	0
Transfers In	0	0	300,000	300,000	350,000	50,000
Expenditure Recovery	51,013	54,363	56,421	2,058	56,421	0
Transfer Adjustments-Sources	0	0	(300,000)	(300,000)	(350,000)	(50,000)
Use of / (Deposit to) Fund Balance	912,220	947,103	440,473	(506,630)	2,035,981	1,595,508
General Fund Support	45,120,000	47,430,000	52,750,000	5,320,000	54,680,000	1,930,000
Sources Total	85,964,619	86,469,190	92,351,382	5,882,192	96,969,890	4,618,508

USES - OPERATING EXPENDITURES

Salaries & Wages	38,731,140	40,930,652	43,396,613	2,465,961	44,319,683	923,070
Fringe Benefits	21,725,145	22,488,649	24,075,494	1,586,845	26,692,874	2,617,380
Overhead	2,801	3,804	0	(3,804)	0	0
Professional & Contractual Services	5,149,094	5,994,890	6,298,626	303,736	6,431,987	133,361
Materials & Supplies	10,461,514	11,193,185	11,894,257	701,072	12,571,614	677,357
Equipment	503,849	187,615	75,000	(112,615)	155,000	80,000
Services of Other Departments	5,487,591	5,670,395	6,311,392	640,997	6,448,732	137,340
Transfers Out	0	0	300,000	300,000	350,000	50,000
Transfer Adjustments-Uses	0	0	(300,000)	(300,000)	(350,000)	(50,000)
Uses - Operating Expenditures Total	82,061,134	86,469,190	92,051,382	5,582,192	96,619,890	4,568,508

USES - PROJECT EXPENDITURES

Facilities Maintenance	26,924	0	0	0	0	0
Capital Projects	3,876,561	0	300,000	300,000	350,000	50,000
Uses - Project Expenditures Total	3,903,485	0	300,000	300,000	350,000	50,000

USES BY PROGRAM RECAP

Adult Services	361,975	400,000	400,000	0	400,000	0
Branch Program	21,810,502	17,901,499	19,445,957	1,544,458	20,579,045	1,133,088
Children's Baseline	8,033,827	8,764,765	8,635,577	(129,188)	8,929,540	293,963
Children's Services	926,746	1,008,861	1,168,384	159,523	1,206,544	38,160
Communications, Collections & Adult Serv	8,280,114	7,883,842	1,400,466	(6,483,376)	1,459,406	58,940
Facilities	10,658,781	11,690,074	12,482,803	792,729	13,241,087	758,284
Information Technology	4,265,347	5,408,558	6,492,583	1,084,025	6,702,177	209,594
Library Administration	10,663,410	11,598,871	11,989,484	390,613	12,580,633	591,149
Main Program	15,677,785	16,306,276	16,867,541	561,265	17,645,446	777,905
Technical Services	5,286,132	5,506,444	13,468,587	7,962,143	14,226,012	757,425
Uses by Program Recap Total	85,964,619	86,469,190	92,351,382	5,882,192	96,969,890	4,618,508

PERFORMANCE MEASURES

	2010-2011 Actual	2011-2012 Target	2011-2012 Projected	2012-2013 Target	2013-2014 Target
BRANCH PROGRAM					
Meet citizens' needs in quantity and availability of library collections at the branch libraries					
Circulation of materials at branch libraries	7,934,105	8,135,190	8,353,268	8,550,000	9,000,000
Provide hours of operation at the branch libraries that respond to user demand					
Weekly hours of operation in the branch libraries	1,088	1,232	1,278	1,278	1,278
Number of persons entering branch libraries	4,817,680	4,400,000	4,795,174	4,900,000	5,150,000
Ensure customer satisfaction with services at the branch libraries					
Number of questions answered annually	1,252,235	1,200,000	1,571,814	1,605,000	1,640,000
Ensure that all library facilities are safe, accessible and sustainable public spaces					
Percentage of branch libraries that are seismically upgraded, moved from leased to permanent spaces, and made ADA compliant	82%	93%	92%	96%	100%
CHILDREN & YOUTH SERVICES (CYS)					
Provide high quality programs for children and youth					
Number of programs provided	5,192	4,730	6,100	6,232	6,294
Number of children and youth attending programs	220,939	208,000	238,000	240,000	245,000
COMMUNICATIONS PROGRAMS & PARTNERSHIPS (CPP)					
Provide for and inform the public on high quality educational and cultural programs and services offered by the library					
Number of people attending adult programs	53,285	45,000	45,000	45,000	47,500
INFORMATION TECHNOLOGY					
Meet patron needs for access to technology					
Number of public computers available for use	842	950	920	1,050	1,050
MAIN PROGRAM					
Meet citizens' needs in quantity and availability of library collections at the Main Library					
Circulation of materials at Main Library	2,744,956	2,500,000	2,500,000	2,562,500	2,626,500
Provide hours of operation at the Main Library that respond to user demand					
Weekly hours of operation at the Main Library	60	60	60	60	60
Number of persons entering the Main Library	2,225,291	2,000,000	2,000,000	2,225,000	2,225,000
Ensure customer satisfaction with services at the Main Library					
Number of questions answered annually at the Main Library	918,420	835,000	900,000	925,000	925,000

Public Utilities Commission

The mission of the Public Utilities Commission (PUC) is to provide customers with high quality, efficient and reliable water, power and wastewater services in a manner that values environmental and community interests, and sustains the resources entrusted in their care.

SERVICES

The Public Utilities Commission provides services through the following divisions:

WATER ENTERPRISE is responsible for collecting, treating and distributing 234 million gallons of water per day to 2.5 million people, including retail customers in the City and 27 wholesale customers located in San Mateo, Santa Clara, and Alameda Counties. Retail customers include residential, commercial, industrial and governmental users.

WASTEWATER ENTERPRISE collects, transmits, treats, and discharges sanitary and stormwater flows generated within the City for the protection of public health and environmental safety. This involves operating, cleaning and maintaining 1,000 miles of city sewers, 29 pump stations, three wastewater treatment plants, and responding to sewer-related service calls. The Wastewater Enterprise serves approximately 150,000 residential accounts, which discharge about 39 million gallons per day, and approximately 22,000 non-residential accounts, which discharge about 19 million gallons per day of sanitary flow.

HETCH HETCHY WATER AND POWER is comprised of the Power Enterprise as well as the upcountry operations of the Water Enterprise. This includes the collection and conveyance of approximately 85 percent of the City's water supply and the generation and transmission of electricity from that source. About two thirds of the electricity generated by Hetch Hetchy Water and Power is used by the City's municipal customers, including the Public Hospitals and Municipal Railway (MUNI). The balance of electricity generated is sold to other publicly-owned utilities, such as the Turlock and Modesto Irrigation Districts. Hetch Hetchy Water and Power includes a system of reservoirs, hydroelectric power plants, aqueducts, pipelines, and transmission lines, carrying water and power from the Sierra Nevada to customers in the City and portions of the surrounding San Francisco Bay Area.

PUC BUREAUS provide infrastructure planning, managerial and administrative support to the PUC.

For more information, call (415) 554-3155 or 311; or visit www.sfwater.org

BUDGET DATA SUMMARY

	2010-2011 Actual	2011-2012 Budget	2012-2013 Proposed	Change from 2011-2012	2013-2014 Proposed	Change from 2012-2013
Total Expenditures	731,632,238	818,564,434	803,410,380	(15,154,054)	883,921,838	80,511,458
Total FTE	1,584	1,616	1,622	6	1,623	1

BUDGET ISSUES

The Fiscal Year (FY) 2012-13 proposed budget of \$803.4 million for the PUC is \$15.2 million, or 1.8 percent, lower than the FY 2011-12 budget of \$818.6 million. The decrease is due to lower debt service payments.

The FY 2013-14 proposed budget of \$883.9 million for the PUC is \$80.5 million, or 10.0 percent, higher than the FY 2012-13 budget of \$803.4 million. This increase is largely due to increases in debt service payments as the PUC funds critical infrastructure improvements, including the Water System Improvement Project's seismic upgrades, as well as Wastewater system improvements. In addition, the budget accounts for an increase in salary and fringe benefits costs.

The FY 2012-13 and FY 2013-14 proposed budget continues to prioritize and provide funding that ensures system reliability, regulatory compliance, resource sustainability, health and safety, community benefits and jobs, as well as environmental justice and stewardship. All PUC utilities prioritize around-the-clock, 24/7 operations and essential service utilities to meet our customers' water, power and sewer service needs. FY 2012-13 will also see the completion of 525 Golden Gate, the new PUC headquarters, an accomplishment that will result in beneficial staff consolidation from previously rented space and long-term ratepayer savings. The Department is on-track to move in during the summer of 2012.

WATER ENTERPRISE

Staying on course to ensure the completion of the Water System Improvement Program (WSIP) upgrades, as well as planning the post-construction integration of those critical infrastructure improvements, remains the Water Enterprise's priority for the next two fiscal years. This includes the environmental mitigation and monitoring commitments made. A continued focus on the 24/7 delivery of water and the diversification of the water supply—including water conservation programs and the development of groundwater and recycled water sources—remain equally key priorities.

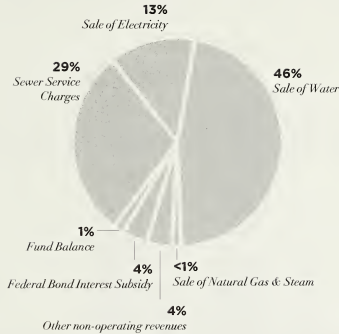
WASTEWATER ENTERPRISE

Capital improvements, along with the 24/7 operations of the City's sewer system, remains the Wastewater Enterprise's top priority. This includes the further planning and implementation of the Sewer System Improvement Program (SSIP) through completion of sewer condition assessments of mains, pipelines and the treatment plants as well as the pump stations and watersheds. Funding is requested to comply with the new permit requirements for separate storm and sanitary systems and to develop standard operating procedures to comply with these mandates. In addition, the PUC continues to fund the expansion of green programs including the Fat, Oil and Grease (FOG) collections (in conjunction with the Bio-diesel and digester food waste), and the rain barrels and cistern incentive program; develop standards for future Low Impact Design (LID) projects; and expand the commitment to co-generation and other alternative energy assets system.

HETCH HETCHY WATER & POWER, AND THE POWER ENTERPRISE

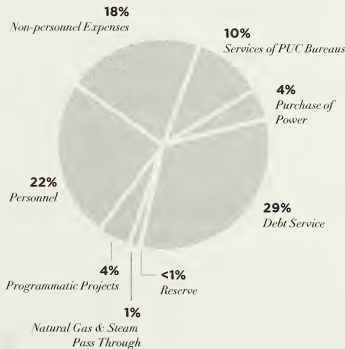
Hetch Hetchy priorities include: compliance with power and water regulatory requirements including the North America Electric Corporation (NERC) and the Western Electricity Coordinating Council (WECC); funding fisheries studies mandated by the Federal Regulatory Commission (FERC) as part of the requirement under the Districts' FERC license to operate the Don Pedro Project; and a water transfer with the Modesto Irrigation District for a dry year supply. The Power Enterprise's priorities include the continued promotion of green and sustainable power practices; the purchase of renewable energy; and energy efficiency programs.

FY 2012-2013 Department Sources



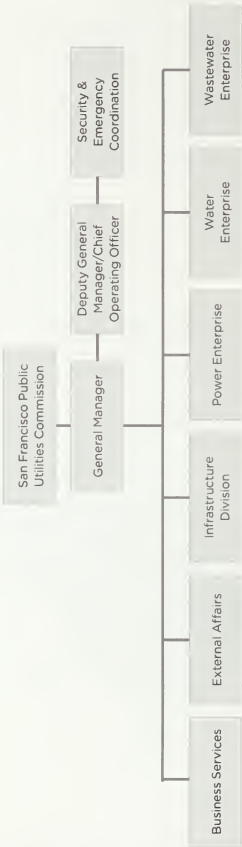
Over 88 percent of the Department's sources come from the sale of electricity, water, and sewer services.

FY 2012-2013 Department Uses



Almost 29 percent of the Department's operating budget goes to fund debt service for large, long-term capital projects.

Public Utilities Commission



TOTAL BUDGET HISTORICAL COMPARISON

	2010-11	2011-12	2012-2013		2013-2014	
	Actual	Original Budget	Proposed Budget	Chg From 2011-12	Proposed Budget	Chg From 2012-13

AUTHORIZED POSITIONS

Total Authorized	2,185.29	2,220.89	2,227.40	6.51	2,228.03	0.63
Non-operating Positions (cap/other)	(601.44)	(605.27)	(605.50)	(0.23)	(605.50)	0.00
Net Operating Positions	1,583.85	1,615.62	1,621.90	6.28	1,622.53	0.63

SOURCES

Licenses & Fines	4,272,938	0	0	0	0	0
Use of Money or Property	14,597,168	15,945,357	14,852,000	(1,093,357)	15,870,000	1,018,000
Intergovernmental Revenue - State	0	(30,000,000)	0	30,000,000	0	0
Charges for Services	609,411,958	664,822,332	632,950,809	(31,871,523)	673,742,609	40,791,800
Other Revenues	15,860,649	119,185,993	40,568,535	(78,617,458)	40,720,164	151,629
Transfers In	137,442,424	157,661,682	146,568,770	(11,092,912)	176,908,648	30,339,878
Expenditure Recovery	172,179,290	237,419,777	246,889,063	9,469,286	257,337,916	10,448,853
Transfer Adjustments-Sources	(231,954,408)	(367,707,467)	(297,233,702)	70,473,765	(330,169,115)	(32,935,413)
Use of / (Deposit to) Fund Balance	9,822,219	21,236,760	18,814,905	(2,421,855)	49,511,616	30,696,711
Sources Total	731,632,238	818,564,434	803,410,380	(15,154,054)	883,921,838	80,511,458

USES - OPERATING EXPENDITURES

Salaries & Wages	157,542,879	188,869,876	197,298,139	8,428,263	201,232,126	3,933,987
Fringe Benefits	64,730,165	79,354,749	83,883,707	4,528,958	92,985,835	9,102,128
Overhead	4,319,996	5,839,300	3,779,416	(2,059,884)	3,779,416	0
Professional & Contractual Services	155,835,855	183,710,422	108,537,317	(75,173,105)	97,482,636	(11,054,681)
Aid Assistance / Grants	2,533,485	1,580,000	2,995,125	1,415,125	2,995,125	0
Materials & Supplies	25,732,161	27,055,934	28,042,970	987,036	28,136,152	93,182
Equipment	5,778,584	6,081,485	6,007,903	(73,582)	5,675,605	(332,298)
Debt Service	576,398	215,210,624	241,863,938	26,653,314	287,528,425	45,664,487
Services of Other Departments	127,152,862	148,522,122	162,128,112	13,605,990	164,426,618	2,298,506
Transfers Out	324,714,906	157,674,682	146,661,436	(11,013,246)	177,003,785	30,342,349
Budgetary Reserves	0	13,434,935	84,481,019	71,046,084	116,328,230	31,847,211
Transfer Adjustments-Uses	(231,954,408)	(367,707,467)	(297,233,702)	70,473,765	(330,169,115)	(32,935,413)
Uses - Operating Expenditures Total	636,962,923	659,626,662	768,445,380	108,818,718	847,404,838	78,959,458

USES - PROJECT EXPENDITURES

Facilities Maintenance	1,118,872	16,065,186	29,464,000	13,398,814	30,304,000	840,000
Capital Renewal	0	104,326,086	3,501,000	(100,825,086)	4,213,000	712,000
Capital Projects	93,550,443	38,546,500	2,000,000	(36,546,500)	2,000,000	0
Uses - Project Expenditures Total	94,669,315	158,937,772	34,965,000	(123,972,772)	36,517,000	1,552,000

USES BY PROGRAM RECAP

Administration	290,436,333	112,184,853	125,465,324	13,280,471	128,675,885	3,210,561
City Capital Projects	(232,513)	0	0	0	0	0
Customer Services	11,126,410	11,984,647	12,561,644	576,997	13,073,426	511,782
Debt Service	0	212,923,390	232,022,270	19,098,340	274,689,954	42,667,684
Engineering	390,595	0	0	0	0	0
Finance	9,409,407	10,148,226	10,684,141	535,915	11,040,622	356,481
General Management	(51,017,511)	(55,946,417)	(59,276,179)	(3,329,762)	(61,147,754)	(1,871,575)
Hetch Hetchy Capital Projects	28,664,057	73,686,500	34,454,200	(39,232,300)	47,893,450	13,439,250

TOTAL BUDGET – HISTORICAL COMPARISON

	2010-11	2011-12	2012-2013		2013-2014	
	Actual	Original Budget	Proposed Budget	Chg From 2011-12	Proposed Budget	Chg From 2012-13
Hetchy Water Operations	11,992,661	50,487,873	60,325,094	9,837,221	56,543,003	(3,782,091)
Human Resources	7,618,240	9,581,837	10,126,539	544,702	10,485,761	359,222
Management Information	18,796,417	19,542,846	20,603,495	1,060,649	20,961,694	358,199
Operating Reserve	0	13,434,935	1,811,819	(11,623,116)	1,524,780	(287,039)
Power Infrastructure Development	6,314,379	9,316,096	21,723,237	12,407,141	22,331,175	607,938
Power Purchasing/ Scheduling	31,295,356	44,505,295	45,851,628	1,346,333	46,015,425	163,797
Power Utility Services	74,766,392	11,869,084	342,000	(11,527,084)	357,000	15,000
Strategic Planning/Compliance	5,833,950	10,596,544	12,685,185	2,088,641	12,863,148	177,963
Wastewater Capital Projects	15,637,116	30,652,450	33,000,000	2,347,550	37,000,000	4,000,000
Wastewater Collection	30,204,932	30,100,426	31,322,077	1,221,651	32,005,669	683,592
Wastewater Operations	5,024,404	6,413,336	3,051,622	(3,361,714)	3,077,049	25,427
Wastewater Treatment	61,049,496	69,931,755	70,774,295	842,540	72,517,200	1,742,905
Water Capital Projects	54,910,356	39,270,330	22,216,000	(17,054,330)	37,623,000	15,407,000
Water Source Of Supply	16,217,207	20,925,744	20,006,837	(918,907)	21,239,806	1,232,969
Water Transmission/ Distribution	67,706,717	49,043,342	51,040,550	1,997,208	52,062,286	1,021,736
Water Treatment	35,487,837	37,910,802	42,618,602	4,707,800	43,089,259	470,657
Uses by Program Recap Total	731,632,238	818,564,434	803,410,380	(15,154,054)	883,921,838	80,511,458

PERFORMANCE MEASURES

	2010-2011 Actual	2011-2012 Target	2011-2012 Projected	2012-2013 Target	2013-2014 Target
Customer and Community					
Invest in Customers/Community					
CY5.3a Percent of procured hours worked through community-based employment (WSIP)	n/a	50.00%	50.00%	50.00%	50.00%
CY5.3b Percent of procured hours worked through community-based employment (Non-WSIP)	n/a	20.00%	20.00%	25.00%	30.00%
Environment					
Steward the Environment					
EN6.1 Per capita water sold to San Francisco residential customers in gallons per day	n/a	51.00	51.00	51.00	51.00
EN8.2 Percent of total water supplied by alternative sources to retail customers	n/a	3.00%	3.00%	3.40%	3.40%
EN9.4 Percent sewage sludge (the residual, semi-solid material left from the sewage treatment process) going to reuse or recycling	n/a	100.00%	100.00%	100.00%	100.00%
EN12.1 Average monthly energy usage per SFPUC street light (in million kWh)	n/a	50.00	50.00	50.00	42.00
EN12.2b Annual total kWh/yr electricity reduction achieved by customers	n/a	2,990,000.00	2,990,000.00	1,870,000.00	1,600,000.00
EN12.2c Annual total therms/yr gas reduction achieved by customers	n/a	121,000.00	121,000.00	76,000.00	65,000.00
Governance					
Improve Governance					
GM 7.1 Drinking water compliance rate	n/a	100.00%	100.00%	100.00%	100.00%
GM12.1b Percent completion within 150 days from RFP to NTP of construction contracts that are within SFPUC control	n/a	5.00%	5.00%	5.00%	5.00%
IAS.3a System renewal and replacement rate for Water (percent & miles)	n/a	0.50%	0.50%	0.75%	0.75%
IAS.3b System renewal and replacement rate for Wastewater (miles)	n/a	10.50	10.50	11.50	14.00

Recreation and Park

The Recreation and Park Department (RPD) strives to foster the well-being of San Francisco's diverse community by maintaining beautiful parks, preserving the environment, and providing enriching recreational activities. RPD maintains more than 200 parks, playgrounds, and open spaces, including Camp Mather, the Marina Yacht Harbor, Candlestick Park, six municipal golf courses, and other recreational facilities and urban forestry areas.

SERVICES

The Recreation and Park Department provides services through the following divisions:

RECREATION provides a broad range of recreation programming in four key areas – community services, cultural arts, sports and athletics, and leisure services – in 25 full-service recreation facilities and nine swimming pools across San Francisco.

GOLDEN GATE PARK manages park maintenance, the Japanese Tea Garden, Kezar Stadium, the Botanical Garden and the Conservatory of Flowers.

PARKS maintains the City's neighborhood and regional parks, natural areas and open spaces, and also manages turf maintenance, golf courses, and Candlestick Park.

STRUCTURAL MAINTENANCE conducts preventative maintenance and completes small capital projects throughout the Recreation and Park system.

For more information, call (415) 831-2700 or 311; or visit www.sfrecpark.org

BUDGET DATA SUMMARY

	2010-2011 Actual	2011-2012 Budget	2012-2013 Proposed	Change from 2011-2012	2013-2014 Proposed	Change from 2012-2013
Total Expenditures	133,335,014	127,822,235	137,282,614	9,460,614	139,176,059	1,893,445
Total FTE	851	834	839	5	837	(2)

BUDGET ISSUES AND DETAILS

The Fiscal Year (FY) 2012-13 proposed budget of \$137.3 million for RPD is \$9.5 million, or 7.4 percent, higher than the FY 2011-12 budget of \$127.8 million. The majority of this increase is due to increased labor costs, a slight increase of staff members primarily in custodial and gardening services, and an increase in funding for capital projects. In addition, the Department is experiencing increased costs in their Overhead division due primarily to an increase in legal services and workers compensation claims, and experiencing a decrease in revenues in their Golf division.

The FY 2013-14 proposed budget of \$139.2 million for RPD is \$1.9 million, or 1.4 percent, higher than the FY 2012-13 budget. A significant portion of this increase is due to an increase in salary and fringe benefits costs. In addition, the return of the Professional Golfer's Association of America (PGA) tour to Harding Golf Course results in an increase of revenue and expenditures in the amount of \$350,000.

ENHANCING RECREATION PROGRAMMING

As RPD expands its new recreation model, the Department is partnering with other city agencies to enhance programming and reach greater numbers of San Franciscans. RPD will continue its successful partnership with the San Francisco Public Library to weave literacy and reading appreciation into RPD's day camps and after school programs. RPD has enhanced its partnership with the Department of Children Youth and their Families (DCYF), whereby DCYF funds arts programming at the Harvey Milk Recreation Center and supports Workreation, RPD's summer youth employment program. During FY 2012-13, the Department will hire nearly 150 youth workers to work in day camps, recreation centers, and parks. Finally, RPD will continue to partner with the Housing Authority to subsidize its residents' participation in RPD summer programming. Over the past two years, this partnership jointly funded over 2,200 sessions of day camps, learn-to-swim lessons, and other RPD summer programs for Housing Authority residents.

The Recreation and Parks Department provides recreational programming access to low income San Francisco residents through a robust and growing scholarship program. In FY 2010-11, RPD gave \$497,000 in scholarship assistance to recreation program users. The Department expects to increase that amount to \$715,000 in FY 2011-12 – a jump of nearly 44 percent. In FY 2012-13 and FY 2013-14, RPD will work to further increase scholarship subsidies with the goal of ensuring that ability to pay is never a barrier to participation in RPD programming.

MAINTAINING BEAUTIFUL PARKS AND FACILITIES

RPD is committed to providing beautiful, clean and safe parks and open spaces. The Department's park maintenance scores demonstrate this commitment with an overall score of 90.6 percent for the first six months of FY 2011-12. In FY 2011-12, the Department also performed a comprehensive analysis of all custodian tasks within its system, examining budgeted and actual custodian positions, park acreage, number and type of park amenities, and the square footage and type of facilities. Using this analysis, the Department created consistent standards for facility cleanliness, increased overall hours of facility operation and reallocated its custodian resources to implement standard operating hours for its public restrooms.

In its ongoing effort to find efficiencies and to improve park maintenance, the Department will also continue to enhance its gardener apprentice program. The FY 2012-13 proposed budget includes 10 additional apprentice positions, bringing the total number of apprentices up to 25. RPD expects the first apprentice class to graduate in early FY 2013-14, providing the Department with an experienced and highly skilled pool of gardeners to hire as positions become vacant. In addition to the apprentice program, RPD has maximized gardener efficiency and accountability with daily check-in and check-out meetings for gardener crews in the park service areas and Golden Gate Park.

Additionally, RPD is continuing to partner with the Human Services Agency on the Jobs Now program. Over the next two fiscal years, Jobs Now ensures an additional 100 staff will be cleaning and maintaining our parks at all times.

IMPROVING PARKS AND RECREATION FACILITIES

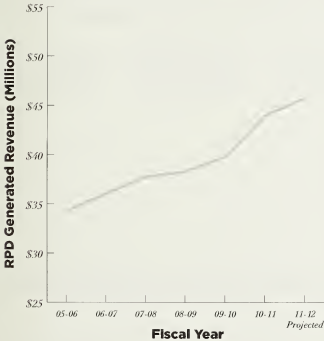
FY 2011-12 has been a banner year for implementation of the 2008 Clean and Safe Neighborhood Parks Bond. Over the past year, the Department has completed renovations of McCoppin Square and Chinese Recreation Center, and opened the new Helen Diller Playground at Mission Dolores Park. RPD has also begun construction at Cabrillo, Mission and Cayuga Playgrounds, and at Lafayette Park and Palega and Sunset Recreation Centers. In addition, Mission Dolores Park and Glen Canyon have both entered the detailed design phase of project development.

As RPD nears completion of the majority of the projects funded by the 2008 Bond, the Department has begun to plan for a new General Obligation (GO) Bond. Over the past six months, RPD and the Port have collaborated with the Mayor's Office, members of the Board of Supervisors, the Capital Planning Committee, and park stakeholders to develop a \$195.0 million GO Bond proposal for the November 2012 ballot. The proposal builds on the successful framework of the 2008 Clean and Safe Neighborhood Parks Bond and will fund the renovation of neighborhood parks, parks infrastructure, and waterfront open spaces across the City. RPD owns over 200 parks and 400 built structures with an estimated capital need in excess of \$1.5 billion. Per the City's Ten-Year Capital Plan, and with voter support, the Department plans to use GO Bonds to continue to invest in the long term sustainability of the parks system. The 2012 Bond is the next step in RPD's ongoing plan to modernize and improve its parks and facilities.

STRIVING FOR FINANCIAL SUSTAINABILITY

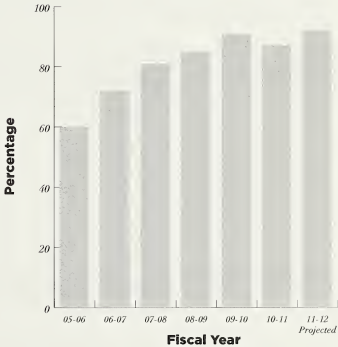
In order to increase its financial sustainability, RPD continues to focus on maximizing its earned revenue by capitalizing on the value of the Department's property and concessions through new leases and developing new park amenities, and by pursuing philanthropy and searching for sponsorships and development opportunities. The FY 2012-13 and FY 2013-14 budget includes increased revenue from recreation programming, permits and facility rentals, and improved park concessions and leases. The Department has successfully cultivated philanthropic support of its operations — including park maintenance and recreation programming — and will continue to build its network of philanthropic and nonprofit partners to strengthen their capacity and contributions to the Department.

Department Generated Revenue



The Department generates over \$45.0 million a year in revenue from its programs, property and concessions to support its services.

Park Evaluation Scores



Based on mid-year results, the Department's park maintenance scores improved in FY 2011-12 after a slight dip in the prior year.

Recreation and Park



TOTAL BUDGET HISTORICAL COMPARISON

	2010-11	2011-12	2012-2013		2013-2014	
	Actual	Original Budget	Proposed Budget	Chg From 2011-12	Proposed Budget	Chg From 2012-13
AUTHORIZED POSITIONS						
Total Authorized	873.82	855.97	863.16	7.19	861.43	(1.73)
Non-operating Positions (cap/other)	(23.24)	(22.24)	(24.24)	(2.00)	(24.24)	0.00
Net Operating Positions	850.58	833.73	838.92	5.19	837.19	(1.73)

SOURCES

Local Taxes	37,274,774	36,333,000	38,160,000	1,827,000	39,271,000	1,111,000
Licenses & Fines	0	0	10,099	10,099	0	(10,099)
Use of Money or Property	23,407,024	24,605,192	23,182,432	(1,422,760)	22,563,516	(618,916)
Intergovernmental Revenue - State	169,973	152,000	152,000	0	152,000	0
Intergovernmental Revenue - Other	66,745	0	0	0	0	0
Charges for Services	21,206,129	22,396,516	22,419,593	23,077	23,229,220	809,627
Other Revenues	6,717,161	699,350	408,173	(291,177)	411,258	3,085
Transfers In	12,234,004	7,520,342	9,066,765	1,546,423	9,657,128	590,363
Expenditure Recovery	28,892,865	29,604,318	31,079,848	1,475,530	31,829,898	750,050
Transfer Adjustments-Sources	(33,255,123)	(34,723,861)	(37,602,814)	(2,878,953)	(38,943,227)	(1,340,413)
Use of / (Deposit to) Fund Balance	1,376,885	7,092,735	6,045,367	(1,047,368)	5,538,054	(507,313)
General Fund Support	35,244,577	34,142,643	44,361,151	10,218,508	45,467,212	1,106,061
Sources Total	133,335,014	127,822,235	137,282,614	9,460,379	139,176,059	1,893,445

USES - OPERATING EXPENDITURES

Salaries & Wages	50,028,108	52,104,291	55,277,956	3,173,665	56,083,124	805,168
Fringe Benefits	21,464,539	23,712,630	25,100,351	1,387,721	27,533,696	2,433,345
Overhead	26,063,981	25,843,669	27,012,419	1,168,750	27,635,706	623,287
Professional & Contractual Services	16,890,787	19,213,621	17,202,524	(2,011,097)	19,053,233	1,850,709
Aid Assistance / Grants	0	281,186	293,657	12,471	293,657	0
Materials & Supplies	4,241,781	4,459,502	4,757,899	298,397	4,748,514	(9,385)
Equipment	1,172,406	1,477,135	1,732,579	255,444	1,545,391	(187,188)
Debt Service	20,085	84,000	256,500	172,500	1,456,402	1,199,902
Services of Other Departments	17,284,109	18,092,360	19,083,178	990,818	19,528,935	445,757
Transfers Out	7,169,608	7,520,342	9,066,765	1,546,423	9,657,128	590,363
Budgetary Reserves	0	0	673,000	673,000	0	(673,000)
Transfer Adjustments-Uses	(33,255,123)	(34,723,861)	(37,602,814)	(2,878,953)	(38,943,227)	(1,340,413)
Uses - Operating Expenditures Total	111,080,281	118,064,875	122,854,014	4,789,139	128,592,559	5,738,545

USES - PROJECT EXPENDITURES

Facilities Maintenance	2,836,276	3,005,000	3,200,000	195,000	3,206,500	6,500
Capital Renewal	0	1,000,000	2,497,000	1,497,000	1,606,000	(891,000)
Capital Projects	19,418,457	5,752,360	8,731,600	2,979,240	5,771,000	(2,960,600)
Uses - Project Expenditures Total	22,254,733	9,757,360	14,428,600	4,671,240	10,583,500	(3,845,100)

TOTAL BUDGET – HISTORICAL COMPARISON

	2010-11	2011-12	2012-2013		2013-2014	
	Actual	Original Budget	Proposed Budget	Chg From 2011-12	Proposed Budget	Chg From 2012-13
USES BY PROGRAM RECAP						
Capital Projects	23,042,845	10,370,511	12,780,112	2,409,601	10,411,848	(2,368,264)
Children's Baseline	10,365,222	9,305,425	9,650,793	345,368	9,896,106	245,313
Children's Svcs - Non - Children's Fund	364,804	400,109	400,000	(109)	400,000	0
Golden Gate Park	10,540,220	10,261,066	10,636,007	374,941	11,049,443	413,436
Marina Harbor	1,493,827	1,876,127	3,013,871	1,137,744	3,609,646	595,775
Neighborhood Services	614,597	0	0	0	0	0
Parks	59,998,843	68,520,453	72,103,134	3,582,681	74,466,493	2,363,359
Rec & Park Administration	1,053,336	76,225	76,158	(67)	79,634	3,476
Recreation	12,267,310	13,780,444	14,762,173	981,729	15,212,918	450,745
Structural Maintenance	13,594,010	13,231,875	13,860,366	628,491	14,049,971	189,605
Uses by Program Recap Total	133,335,014	127,822,235	137,282,614	9,460,379	139,176,059	1,893,445

PERFORMANCE MEASURES

	2010-2011 Actual	2011-2012 Target	2011-2012 Projected	2012-2013 Target	2013-2014 Target
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NEIGHBORHOOD and CITYWIDE SERVICES

Improve the quality of park maintenance and create safe, welcoming parks and facilities

Citywide percentage of park maintenance standards met for all parks inspected	90%	91%	90%	90%	90%
Percentage of graffiti work orders completed within 48 hours	76%	100%	75%	75%	75%
Number of trees planted	1,083	800	800	800	800

Improve community loyalty

Number of recreation volunteer hours	70,875	73,000	69,000	73,000	78,000
Number of park volunteer hours	70,371	70,000	63,000	73,000	78,000

Increase access to, and improve quality of, Recreational Programming

Number of recreation course registrations	49,016	77,500	50,000	52,500	55,000
Percentage of recreation courses with 70% capacity of class size	57%	75%	67%	68%	70%

Improve RPD infrastructure in both buildings and grounds

Percentage of work orders completed	79%	75%	75%	75%	75%
Percentage of emergency work orders completed	97%	98%	95%	95%	95%
Percentage of capital projects completed on or under budget	80%	80%	80%	90%	90%

Rent Arbitration Board

The San Francisco Rent Arbitration Board's (RAB) mission is to protect tenants from excessive rent increases and unjust evictions while assuring landlords of fair and adequate rents; provide fair and even-handed treatment for both tenants and landlords through efficient and consistent administration of the rent law; and promote the preservation of sound, affordable housing; and enhance the ethnic and cultural diversity that is unique to San Francisco.

SERVICES

The Rent Arbitration Board provides services in the following areas:

PUBLIC INFORMATION AND COUNSELING unit provides information to the public regarding the Rent Ordinance and rules and regulations, as well as other municipal, state and federal ordinances in the area of landlord/tenant law.

HEARINGS AND APPEALS unit consists of ten Administrative Law Judges (ALJs) who are supervised by two Senior Administrative Law Judges. The ALJs conduct arbitrations and mediations to resolve disputes between landlords and tenants and issue decisions in accordance with applicable laws.

For more information, call (415) 252-4601 or 311; or visit www.sfrb.org

BUDGET DATA SUMMARY

	2010-2011 Actual	2011-2012 Budget	2012-2013 Proposed	Change from 2011-2012	2013-2014 Proposed	Change from 2012-2013
Total Expenditures	4,872,992	5,955,352	6,001,378	46,026	6,257,640	256,262
Total FTE	29	29	29	0	29	0

BUDGET ISSUES

The Fiscal Year (FY) 2012-13 proposed budget of \$6.0 million for the Rent Board is roughly the same as the FY 2011-12 budget.

The FY 2013-14 proposed budget of \$6.3 million for the Rent Board is \$0.3 million, or 4.2 percent, higher than the FY 2012-13 budget of \$6.0 million. This increase is due to increases in salary and fringe benefits costs.

RENT BOARD FEES

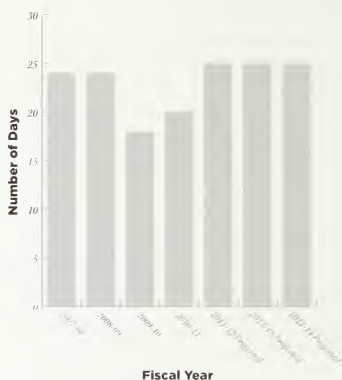
The Rent Board fee is currently applied to all rental units in the City that come under the jurisdiction of the Rent Ordinance with the exception of Section 8 units. Annually, after taking into account any operating savings from previous years, the Controller's Office adjusts

the Rent Board fee to cover the operating costs of the Department. In FY 2012-13, the fee is expected to remain the same at \$29 per unit.

HOUSING AFFORDABILITY

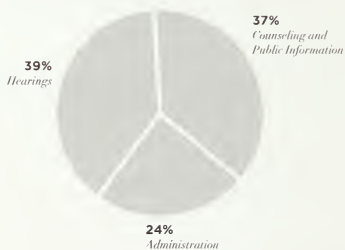
The Department's central function of regulating rents during a tenant's tenancy, and preventing evictions without good cause, keeps rents affordable and promotes affordable housing. During the past fiscal year, the Department answered over 22,000 counseling calls, served over 8,000 counter visitors, adjudicated 725 tenant petitions and investigated 491 Wrongful Eviction Reports.

Average Number of Days for Administrative Law Judge to Submit Decisions for Review



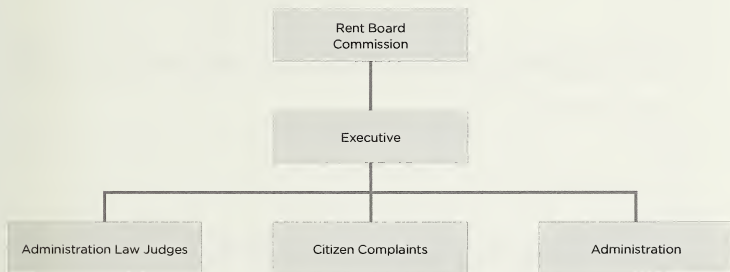
The Department strives to adjudicate cases as quickly as possible.
The legal mandate for reviewing cases is 30 days.

FY 2012-13 Department Staffing by Service Area



76.0 percent of the Department's staff provides direct services to tenants and landlords.

Rent Arbitration Board



TOTAL BUDGET — HISTORICAL COMPARISON

	2010-11	2011-12	2012-2013		2013-2014	
	Actual	Original Budget	Proposed Budget	Chg From 2011-12	Proposed Budget	Chg From 2012-13

AUTHORIZED POSITIONS

Total Authorized	28.94	28.91	28.53	(0.38)	28.53	0.00
Net Operating Positions	28.94	28.91	28.53	(0.38)	28.53	0.00

SOURCES

Charges for Services	5,118,571	4,796,263	4,796,263	0	4,796,263	0
Expenditure Recovery	62,675	96,000	96,000	0	96,000	0
Use of / (Deposit to) Fund Balance	(308,254)	1,063,089	1,109,115	46,026	1,365,377	256,262
Sources Total	4,872,992	5,955,352	6,001,378	46,026	6,257,640	256,262

USES - OPERATING EXPENDITURES

Salaries & Wages	2,785,666	3,117,756	3,211,988	94,232	3,306,516	94,528
Fringe Benefits	1,105,364	1,353,811	1,386,334	32,523	1,547,872	161,538
Overhead	17,509	14,352	10,361	(3,991)	10,361	0
Professional & Contractual Services	88,176	203,058	163,058	(40,000)	163,058	0
Aid Assistance / Grants	158,806	120,000	120,000	0	120,000	0
Materials & Supplies	26,209	45,499	37,499	(8,000)	37,499	0
Services of Other Departments	691,262	1,100,876	1,072,138	(28,738)	1,072,334	196
Uses - Operating Expenditures Total	4,872,992	5,955,352	6,001,378	46,026	6,257,640	256,262

USES BY PROGRAM RECAP

Rent Board	CCC	4,872,992	5,955,352	6,001,378	46,026	6,257,640	256,262
Uses by Program Recap Total		4,872,992	5,955,352	6,001,378	46,026	6,257,640	256,262

PERFORMANCE MEASURES

	2010-2011 Actual	2011-2012 Target	2011-2012 Projected	2012-2013 Target	2013-2014 Target
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RENT BOARD

Provide a timely resolution for all allegations of wrongful eviction filings

Average number of days needed to process allegations of wrongful evictions	1.2	2.0	2.0	2.0	2.0
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Provide a timely resolution of all petitions

Average number of days for Administrative Law Judges to submit decisions for review	18.0	25.0	25.0	25.0	25.0
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Provide translations of documents and make available through multiple sources

Number of discrete documents in languages other than English	391	402	402	412	416
Number of locations where translated documents are available	927	826	826	826	830

Retirement System

The mission of the Retirement System (RET) is to secure, protect, and prudently invest the City's pension trust accounts, administer mandated benefit programs, and provide promised benefits.

SERVICES

The Retirement System provides services through the following divisions:

ADMINISTRATION DIVISION directs the overall administration of the Retirement System including implementation of Retirement Board policies and directives; implementation of legislative changes to the Retirement System; legal and procedural compliance of all activities of the Retirement System; administration of member retirement counseling and pension payment processing; administration of the disability application and hearing officer process; and management of the Retirement System's information technology, budget and financial systems.

RETIREMENT SERVICES DIVISION provides retirement counseling for active and retired members; maintains historical employment data and retirement accounts for both active and retired members; calculates and processes all benefits payable as a result of a member's retirement, death or termination of employment; disburses monthly retirement allowances to more

than 24,000 retirees and beneficiaries; and maintains Retirement System financial records and reporting in compliance with all applicable legal and regulatory requirements.

INVESTMENT DIVISION manages and invests the \$15.5 billion San Francisco Employee Retirement System (SFERS) Trust in accordance with the investment policy of the Retirement Board; monitors the performance of external investment managers; and maintains information and analysis of capital markets and institutional investment opportunities.

DEFERRED COMPENSATION DIVISION oversees and administers the City's \$2.1 billion Deferred Compensation Plan (DCP). The City's Deferred Compensation Plan and Trust are established separately from, and are independent of, the Retirement System's defined benefit pension plan.

For more information, call (415) 487-7020; or visit www.sfers.org

BUDGET DATA SUMMARY

	2010-2011 Actual	2011-2012 Budget	2012-2013 Proposed	Change from 2011-2012	2013-2014 Proposed	Change from 2012-2013
Total Expenditures	951,639,302	19,258,888	20,676,660	1,417,772	21,244,411	567,751
Total FTE	98	95	98	3	99	1

BUDGET ISSUES AND DETAILS

The Fiscal Year (FY) 2012-13 proposed budget of \$20.7 million for the Department is \$1.4 million, or 7.3 percent, higher than the FY 2011-12 budget of \$19.3 million. The Department is proposing a small increase in staffing levels (including two new positions in the Deferred Compensation Division) to meet the service needs of the members and participants. The Department was able to partially absorb increases in salary and fringe benefits costs through other reductions. The entirety of the Department's budget is funded from the SFERS Trust or through reimbursement from the Third-party Administrator of the City's Deferred Compensation Plan.

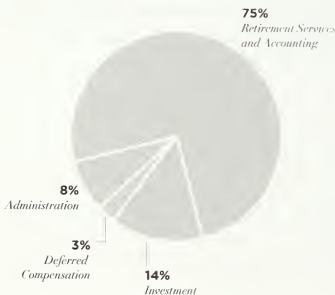
The FY 2013-14 proposed budget of \$21.2 million for the Department is \$0.6 million, or 2.7 percent, higher than the FY 2012-13 budget of \$20.7 million. This increase is due to increases in fringe benefits costs.

REDUCING CITY COSTS

The SFERS Trust earned an investment return of 22.2 percent for FY 2010-11. This investment return was nearly triple the Plan's investment return assumption and served to reduce the expected increase in the employer contribution requirements to SFERS resulting from the Plan's use of five-year smoothed recognition.

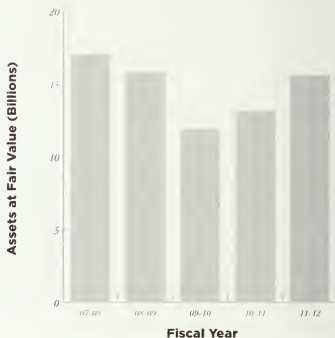
The Department will continue to work to maintain superior levels of investment returns on SFERS trust fund assets. The Department's performance target is to achieve a return on trust investments that ranks in the top 50th percentile or better. As of March 31, 2012, the Department is just under this performance target on a five-year average return basis. The Department anticipates that it will meet or exceed this five-year average return target as of June 30, 2012.

**FY 2012-13 Department
Uses by Service Area**



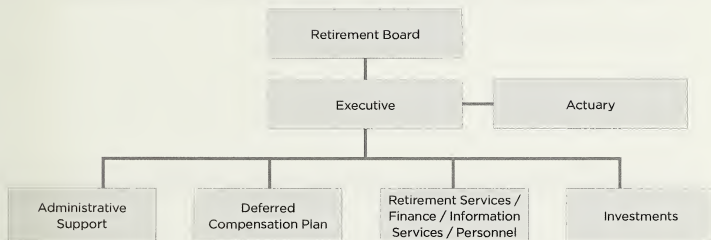
75.0 percent of the Department's budget is spent on retirement services and accounting.

Pension Fund Net Assets



The City's pension fund's net assets fell during the recession, but started to rebound in FY 2009-10, and continued to climb in FY 2010-11.

Retirement System



TOTAL BUDGET – HISTORICAL COMPARISON

	2010-11	2011-12	2012-2013		2013-2014	
	Actual	Original Budget	Proposed Budget	Chg From 2011-12	Proposed Budget	Chg From 2012-13

AUTHORIZED POSITIONS

Total Authorized	98.70	93.93	97.72	3.79	98.64	0.92
Net Operating Positions	98.70	93.93	97.72	3.79	98.64	0.92

SOURCES

Use of Money or Property	427,399	251,000	251,000	0	251,000	0
Charges for Services	457,500	762,554	935,902	173,348	1,015,835	79,933
Other Revenues	958,578,190	18,169,819	19,414,243	1,244,424	19,898,182	483,939
Expenditure Recovery	0	75,515	40,515	(35,000)	0	(40,515)
Use of / (Deposit to) Fund Balance	(7,907,635)	0	35,000	35,000	75,515	40,515
General Fund Support	83,848	0	0	0	3,879	3,879
Sources Total	951,639,302	19,258,888	20,676,660	1,417,772	21,244,411	567,751

USES - OPERATING EXPENDITURES

Salaries & Wages	7,700,942	8,692,984	9,464,157	771,173	9,720,808	256,651
Fringe Benefits	3,459,456	3,766,611	4,132,798	366,187	4,613,437	480,639
Overhead	225,716	28,718	175,108	146,390	175,108	0
Professional & Contractual Services	937,473,288	3,691,712	3,745,298	53,586	3,745,298	0
Materials & Supplies	147,963	219,391	220,000	609	220,000	0
Equipment	39,838	69,065	172,287	103,222	0	(172,287)
Services of Other Departments	2,592,099	2,790,407	2,767,012	(23,395)	2,769,760	2,748
Uses - Operating Expenditures Total	951,639,302	19,258,888	20,676,660	1,417,772	21,244,411	567,751

USES BY PROGRAM RECAP

Administration	894,167,807	1,413,471	1,560,543	147,072	1,599,976	39,433
Employee Deferred Comp Plan	541,348	763,554	936,902	173,348	1,020,714	83,812
Investment	44,773,194	2,713,508	2,842,613	129,105	2,967,428	124,815
Retirement Services	12,156,953	14,368,355	15,336,602	968,247	15,656,293	319,691
Uses by Program Recap Total	951,639,302	19,258,888	20,676,660	1,417,772	21,244,411	567,751

PERFORMANCE MEASURES

	2010-2011 Actual	2011-2012 Target	2011-2012 Projected	2012-2013 Target	2013-2014 Target
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EMPLOYEE DEFERRED COMP PLAN

Provide effective administration of the Deferred Compensation Plan

Percentage of eligible City employees who participate in the Deferred Compensation Plan	53%	50%	50%	50%	50%
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INVESTMENT

Maximize investment returns at an acceptable risk level for Plan participants

Return on investment ranking of 50th percentile or better among public pension plans with assets in excess of \$1 billion, using 5-year average return (1 equals yes)	1	1	1	1	1
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Sheriff

The Sheriff's Department (SHF) provides for the safe and secure detention of persons arrested or under court order; operates county jail facilities and alternative sentencing programs; provides security for City facilities; and carries out criminal and civil warrants and court orders.

SERVICES

The Sheriff's Department provides services through the following operational areas:

ADMINISTRATION includes the Office of the Sheriff and central departmental functions such as financial services, payroll, Investigative Services, and Information and Technology Support Services.

COURT SECURITY provides security staffing for the courtrooms at the Civic Center Courthouse, Hall of Justice Courts, Family Courts at the Youth Guidance Center, and the Community Justice Court.

CUSTODY AND JAIL PROGRAMS facilitates the intake, classification and custody of all prisoners. The Department operates jail facilities at 425 Seventh Street (Jails 1 - Intake and Release only - and 2), the Hall of Justice (Jails 3 and 4), and the San Bruno Jail Complex (Jails 5 and 6). Each housing jail oversees its own in-custody programs that target the re-entry needs of prisoners based on their history and risk assessment. Additional in-custody programs include Prisoner Legal, Religious Programming, Visiting, and Recreation.

FACILITIES AND EQUIPMENT oversees the Department's vehicles, radios, the capital program, and the maintenance of the jails and training facilities.

COMMUNITY PROGRAMS organizes and operates the Department's many innovative alternatives to

incarceration as well as out of custody programs designed to provide on-going support to recently released prisoners. The Sheriff's Work Alternative Program (SWAP) and Electronic Monitoring are also part of Community Programs.

TRAINING AND CLEARANCES is responsible for the recruitment, background investigation, and ongoing mandated and specialty training of the Department's staff. This also includes investigating clearance eligibility for custody volunteers, vendors, and service provider staff.

SHERIFF'S FIELD SUPPORT AND SERVICES oversees building security services for a number of city buildings, including City Hall, the Hall of Justice, San Francisco General Hospital, and Laguna Honda Hospital; runs the Central Warrant Bureau and Warrant Services; manages the Prisoner Transportation Unit; and provides security and bailiffs for the criminal and civil courts. This division also supervises security during elections and works closely with the San Francisco Police Department to provide assistance and mutual aid for civil unrest, large civic events, and emergencies. The Civil unit serves subpoenas, writs of execution, restraining orders issued by the Superior Courts, performs evictions, and provides eviction assistance to tenants.

For more information, call (415) 554-7225 or 311; or visit www.sfsheriff.com

BUDGET DATA SUMMARY

	2010-2011 Actual	2011-2012 Budget	2012-2013 Proposed	Change from 2011-2012	2013-2014 Proposed	Change from 2012-2013
Total Expenditures	157,249,175	176,600,810	174,576,582	(2,024,228)	178,729,080	4,152,498
Total FTE	953	1,010	1,012	1	1,014	3

BUDGET ISSUES AND DETAILS

The Fiscal Year (FY) 2012-13 proposed budget of \$174.6 million for the Sheriff's Department is \$2.0 million, or 1.1 percent, lower than the FY 2011-12 budget of \$176.6 million. A significant portion of this decrease is due to a change in funding for Sheriff's Department capital projects. The Department was also able to achieve savings by restructuring and aligning staff to more appropriately and efficiently provide services.

The FY 2013-14 proposed budget of \$178.7 million for the Sheriff's Department is \$4.2 million, or 2.3 percent, higher than the FY 2012-13 budget of \$174.6 million. This increase is due to increases in salary and fringe benefits costs.

STATE REALIGNMENT AB109

On October 1, 2012, Assembly Bill (AB) 109, or Public Safety Realignment, took effect in California. Realignment represents a major policy change at the state level, which effectively shifts a portion of the state prison population to county jails by sentencing non-violent, non-serious, and non-sex offenders to serve their sentences in county jail, rather than state prison, for many offenses. This population now serving longer sentences in county jails is more complex and difficult than the population previously serving sentences in the county jail system. While the Department did experience increases in state parole prisoners and others through Realignment, the overall count was stable for much of FY 2011-12.

The Sheriff's Department continues to cautiously monitor the Realignment situation and how it affects Department operations. For FY 2012-13 and FY 2013-14, the Sheriff's Department will receive \$8.5 million in each year in state funds to offset a large portion of costs associated with the Realignment population. Overall, the City is receiving \$17.3 million, which is a significant increase from the \$5.7 million that San Francisco received in FY 2011-12.

CUSTODY TRENDS

The Department has seen a flattening of its daily population with a slight rise in the percentage of incarcerated prisoners who are rated as Maximum Security. Gang members, and those that "drop out" of gangs (a growing trend throughout the State that seems to be taking on characteristics of a newly formed gang), are strategically housed to ensure the safety of all inmates by keeping prisoners separate from rival factions. Additionally, the Department created a Psychologically Sheltered Living Unit at County Jail 5 specifically for those male prisoners with serious psychological needs as well as substance abuse issues. The program offers individual

therapy, medication management, informal socialization, and conflict management to some of the most difficult prisoners in our custody.

REENTRY POD

In FY 2012-13, the Department plans to open one designated reentry housing unit within the county jail system as a pilot program for prisoners serving the last 30 to 60 days of their jail time. The Department hopes this will provide more direct, focused services to prisoners as they prepare to leave jail, to enter alternatives to incarceration, or to be released directly into the community. This initiative is expected to bring in \$400,000 in state revenue in FY 2012-13, and \$800,000 in FY 2013-14. The planned reentry pod is the product of close collaboration between the Sheriff's Department and the Adult Probation Department, and is designed to prevent state prisoners who are deemed eligible for mandatory release, Post Release Community Supervision, or probation, from being released directly to the streets without first designing and implementing an individual program plan consistent with each released person's needs.

ALTERNATIVES TO INCARCERATION

While incarcerated, prisoners are provided services and programs administered through jail facilities, such as education, drug treatment, and anti-violence programs. The goals of these programs are to lower recidivism rates and to enable prisoners to better transition back into the community after leaving the county jail system, thereby reducing costs to the public. The FY 2012-13 and FY 2013-14 budget maintains the FY 2011-12 level of funding for alternative programs including the No Violence Alliance (NoVA) Project and Resolve to Stop the Violence (RSVP).

EDUCATION AND VOCATIONAL TRAINING

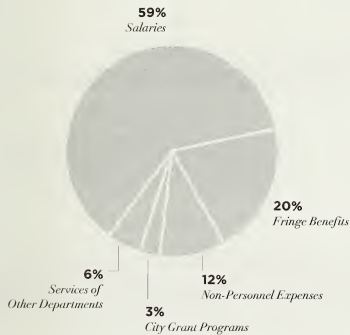
Five Keys Charter School provides comprehensive in-custody and out-of-custody education to prisoners and ex-offenders. The Department, in collaboration with the Five Keys Charter High School, is increasing its vocational training with prisoners to provide them with job skills they will need when released into the community. The Department also works with a food contractor that provides a culinary training class for inmates called In2work.

EMERGING STAFFING NEEDS

Over the past three years, the Sheriff's Department has seen a reduction of over 75 sworn staff positions due to the consolidation of prisoners at five of the six jails, retirements, and other separations. And to date, the Department has not hired to replace these sworn staff. This reduction did not adversely affect services because the jail population has remained relatively low over the last couple of years and the Department was able to supplement with overtime. However, the Department is now at a tipping point where it needs to hire in order

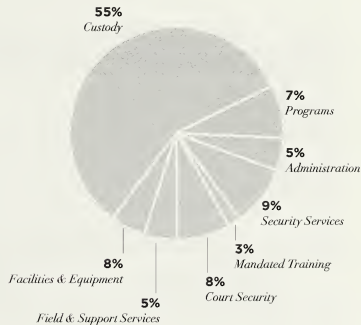
to keep overtime costs manageable and to maintain appropriate levels of service. Over the next two fiscal years, the Department will need to hire staff to ensure sufficient support for all its mandated jail activities and programs; while keeping overtime in check. The FY 2012-13 budget proposes to realign existing positions to enable the Department to immediately hire a limited number of sworn staff to support all its jails, programs and functions, while managing overtime more efficiently.

FY 2012-13 Department Uses by
Expenditure Type



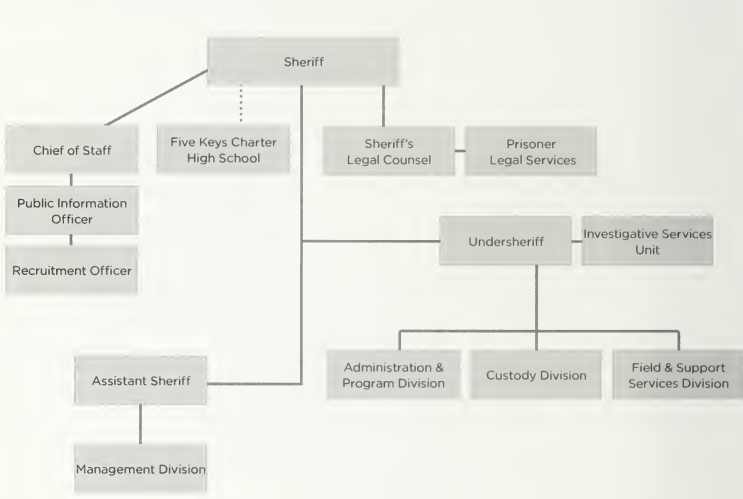
Almost 80 percent of the Department's budget funds staff salaries and fringe benefits.

FY 2012-13 Department Uses by
Service Area



Over half of the Department's budget is spent on the Custody Division.

Sheriff



TOTAL BUDGET HISTORICAL COMPARISON

	2010-11	2011-12	2012-2013		2013-2014	
	Actual	Original Budget	Proposed Budget	Chg From 2011-12	Proposed Budget	Chg From 2012-13
AUTHORIZED POSITIONS						
Total Authorized	953.27	1,010.78	1,011.67	0.89	1,014.71	3.04
Non-operating Positions (cap/other)	(0.56)	(0.56)	0.00	0.56	0.00	0.00
Net Operating Positions	952.71	1,010.22	1,011.67	1.45	1,014.71	3.04
SOURCES						
Licenses & Fines	573,588	123,053	123,053	0	123,053	0
Use of Money or Property	3,821	3,000	3,000	0	3,000	0
Intergovernmental Revenue - Federal	102,227	28,958	30,846	1,888	32,454	1,608
Intergovernmental Revenue - State	1,029,288	740,192	9,823,917	9,083,725	9,823,917	0
Charges for Services	3,767,025	3,836,537	3,222,264	(614,273)	3,647,999	425,735
Expenditure Recovery	21,695,471	23,248,819	23,201,465	(47,354)	23,821,939	620,474
Use of / (Deposit to) Fund Balance	(942,589)	0	225,766	225,766	257,913	32,147
General Fund Support	131,020,344	148,620,251	137,946,271	(10,673,980)	141,018,805	3,072,534
Sources Total	157,249,175	176,600,810	174,576,582	(2,024,228)	178,729,080	4,152,498
USES - OPERATING EXPENDITURES						
Salaries & Wages	99,252,796	101,908,631	103,467,663	1,559,032	105,374,167	1,906,504
Fringe Benefits	32,995,686	35,857,019	34,781,305	(1,075,714)	37,049,226	2,267,921
Professional & Contractual Services	2,646,182	12,222,930	11,891,953	(330,977)	11,877,230	(14,723)
Aid Assistance / Grants	4,993,386	5,115,694	5,073,888	(41,806)	5,073,888	0
Materials & Supplies	5,349,543	6,072,741	6,266,162	193,421	6,266,162	0
Equipment	201,622	204,521	278,997	74,476	326,933	47,936
Services of Other Departments	8,545,047	8,669,276	10,009,614	1,340,338	9,802,974	(206,640)
Uses - Operating Expenditures Total	153,984,262	170,050,812	171,769,582	1,718,770	175,770,580	4,000,998
USES - PROJECT EXPENDITURES						
Facilities Maintenance	117,738	350,000	350,000	0	367,500	17,500
Capital Renewal	0	1,000,000	935,000	(65,000)	1,969,000	1,034,000
Capital Projects	3,147,175	5,200,000	1,522,000	(3,678,000)	622,000	(900,000)
Uses - Project Expenditures Total	3,264,913	6,550,000	2,807,000	(3,743,000)	2,958,500	151,500
USES BY PROGRAM RECAP						
Court Security And Process	12,065,272	13,848,968	13,098,430	(750,538)	13,436,000	337,570
Custody	79,416,645	97,910,613	96,344,362	(1,566,251)	98,712,719	2,368,357
Facilities & Equipment	15,398,731	15,297,340	13,339,558	(1,957,782)	13,462,042	122,484
Security Services	14,933,955	15,381,397	16,224,272	842,875	16,720,432	496,160
Sheriff Administration	10,307,829	8,363,120	9,031,692	668,572	9,295,974	264,282
Sheriff Field Services	9,349,167	8,189,022	8,382,310	193,288	8,635,531	253,221
Sheriff Programs	12,596,360	14,148,694	12,326,969	(1,821,725)	12,506,221	179,252
Sheriff Recruitment & Training	3,181,216	3,461,658	5,828,989	2,367,331	5,960,161	131,172
Uses by Program Recap Total	157,249,175	176,600,812	174,576,582	(2,024,230)	178,729,080	4,152,498

PERFORMANCE MEASURES

	2010-2011 Actual	2011-2012 Target	2011-2012 Projected	2012-2013 Target	2013-2014 Target
COURT SECURITY AND PROCESS					
Provide inmate escort and security to the courts and prevent physical harm to any person or property in, or in the vicinity of, any courthouse in San Francisco					
Number of court staff or public who have been harmed while in or in the vicinity of any courthouse in San Francisco	2	0	0	0	0
CUSTODY					
Provide for the secure and safe detention of persons arrested or under court order					
Cost per jail day calculated according to State guidelines for Daily Jail Rate	\$130	\$135	\$135	\$140	\$140
Average daily population (ADP)	1,538	2,000	1,700	1,900	1,900
ADP as a percentage of rated capacity of jails	85%	90%	72%	85%	85%
Number of Inmate Safety Cell placements	1,935	2,104	2,295	2,100	2,100
SHERIFF ADMINISTRATION					
Execute criminal and civil warrants and court orders					
Number of pre-eviction home visits	1,543	1,350	1,293	1,350	1,350
Number of eviction day crisis interventions	161	170	104	120	120
Number of evictions executed	1,190	1,100	1,120	1,200	1,200
SHERIFF PROGRAMS					
Provide education, skill development, and counseling programs in jail					
Average daily number of prisoners in substance abuse treatment and violence prevention programs.	384	260	383	380	380
Average daily attendance of participants enrolled in charter school	283	243	282	250	250
Provide alternative sentencing options and crime prevention programs.					
Hours of work performed in the community	36,976	40,000	50,600	50,000	50,000
Number of clients enrolled in community antiviolence programs	841	900	754	700	700
Re-arrest rate for antiviolence program clients	13%	15%	15%	15%	15%

Status of Women

The Department on the Status of Women (WOM) promotes and fosters the equitable treatment and the socioeconomic, political, and educational advancement of women and girls in San Francisco through policies, legislation, and programs that focus primarily on women in need. In 1998, San Francisco became the first municipality in the nation to adopt a local ordinance reflecting the principles of the United Nations Convention to Eliminate All Forms of Discrimination Against Women, an international bill of rights for women.

SERVICES

The Department on the Status of Women provides services through the following program areas:

VIOLENCE AGAINST WOMEN PREVENTION & INTERVENTION (VAW) GRANTS make up over 80 percent of the Department's funds. These grants support 31 community programs that address violence against women. In Fiscal Year (FY) 2011-12, these grants served 31,644 individuals.

In addition, the Department collaborates with other organizations working to end violence against women. These organizations include the Justice and Courage Oversight Panel, which oversees domestic violence policy reform; the Family Violence Council, which coordinates services, analyzes trends, and advises officials on family violence issues; and the San Francisco Collaborative Against Human Trafficking,

which works to increase awareness, collect data, and share information on human trafficking. Since 2002, homicides have decreased 50 percent.

WOMEN'S HUMAN RIGHTS INITIATIVES fostered through gender analysis and gender budgeting, ensure that the City's policies reflect the City's diverse population. The Department is also developing the Gender Equity Principles (GEP) project, which works to ensure gender equitable workplaces. Additionally, the Department continues to strategize and plan for a way to bring the 5th World Conference on Women in 2015 (5WCW) to San Francisco. If successful, this world conference would likely bring thousands of global women leaders to the City.

For more information, call (415) 252-2570 or 311; or visit www.sfgov.org/dosw

BUDGET DATA SUMMARY

	2010-2011 Actual	2011-2012 Budget	2012-2013 Proposed	Change from 2011-2012	2013-2014 Proposed	Change from 2012-2013
Total Expenditures	3,658,080	3,520,652	3,552,597	31,945	3,576,133	23,536
Total FTE	5	5	5	0	5	0

BUDGET ISSUES AND DETAILS

The FY 2012-13 and the FY 2013-14 proposed budget of \$3.6 million in each year for the Department is roughly equal to the FY 2011-12 budget. There are no significant budgetary changes in either year.

PRESERVING VITAL COMMUNITY SERVICES

In addition to providing grants to organizations that provide vital services to women, the Department convenes community meetings with partner agencies to identify the needs of the community, and works with the Mayor's Office to identify and establish ongoing funding for these important services.

LEVERAGING RESOURCES THROUGH COLLABORATIONS

The Department's policy and organizing work in the field of anti-human trafficking relies heavily on partnerships with community groups and other government agencies, locally and federally. These partnerships include:

Family Violence Council

Through the coordinated efforts of Family Violence Council members, domestic violence incidences in San Francisco have decreased by approximately 80 percent in recent years.

Justice Tracking System (JUSTIS) Implementation

The Department continues to work with the Mayor's Office, the Board of Supervisors, and the City Administrator's Office to ensure that the implementation of JUSTIS remains a priority issue at all levels of government and within the community. The implementation of JUSTIS will permit the sharing of information among emergency responders for more efficiency in solving cases.

Safe Housing for Domestic Violence Survivors

The Department will convene a workgroup of Justice and Courage Oversight Panel members, representatives from the Housing Authority, the Mayor's Office of Housing, the Human Services Agency's Housing and Homelessness Division, and housing and domestic violence advocates from the community to determine an appropriate and effective protocol for responding to domestic violence incidents at housing sites.

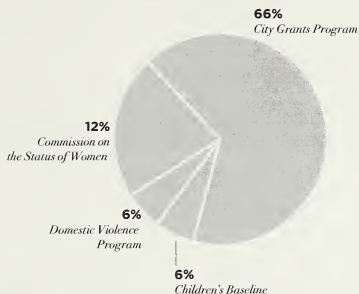
San Francisco Collaborative Against Human Trafficking (SFC-AHT)

The Department, through SFC-AHT, works with the Mayor's Office to convene a Human Trafficking Awareness Day event to raise public awareness around this issue.

ADVANCING WOMEN'S ISSUES

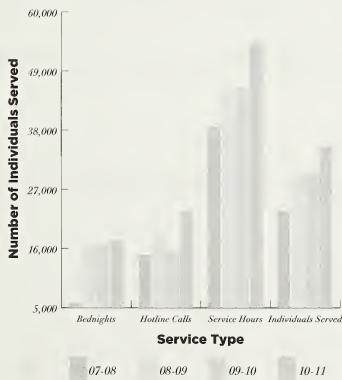
The leadership of the United Nations has shown interest in convening a Global Conference on Woman in 2015. The Department will continue its effort to have San Francisco chosen as the host city of this week-long international conference. If successful, San Francisco will garner international publicity and thousands of global leaders will convene in the City for the event.

FY 2012-13 Department Uses



The Department funds \$2.0 million in grants to community-based organizations, totaling 66.0 percent of their budget.

Violence Against Women Grant Program Number of Individuals Served



Services provided by community-based organizations (funded by the Department) have increased over the past four years.

Status of Women



TOTAL BUDGET HISTORICAL COMPARISON

	2010-11	2011-12	2012-2013		2013-2014	
	Actual	Original Budget	Proposed Budget	Chg From 2011-12	Proposed Budget	Chg From 2012-13

AUTHORIZED POSITIONS

Total Authorized	5.33	4.76	4.71	(0.05)	4.67	(0.04)
Net Operating Positions	5.33	4.76	4.71	(0.05)	4.67	(0.04)

SOURCES

Licenses & Fines	214,192	210,000	210,000	0	210,000	0
Charges for Services	72	0	0	0	0	0
Other Revenues	10,575	0	0	0	0	0
Transfers In	0	16,000	0	(16,000)	0	0
Expenditure Recovery	30,000	0	0	0	0	0
Transfer Adjustments-Sources	0	(16,000)	0	16,000	0	0
Use of / (Deposit to) Fund Balance	182,693	16,000	0	(16,000)	0	0
General Fund Support	3,220,548	3,294,652	3,342,597	47,945	3,366,133	23,536
Sources Total	3,658,080	3,520,652	3,552,597	31,945	3,576,133	23,536

USES - OPERATING EXPENDITURES

Salaries & Wages	411,950	427,723	450,740	23,017	455,927	5,187
Fringe Benefits	169,583	172,875	180,613	7,738	198,921	18,308
Professional & Contractual Services	10,943	5,840	5,840	0	5,840	0
Aid Assistance / Grants	2,939,509	2,761,665	2,761,665	0	2,761,665	0
Materials & Supplies	7,308	34,735	34,735	0	34,735	0
Services of Other Departments	118,787	117,814	119,004	1,190	119,045	41
Transfers Out	0	16,000	0	(16,000)	0	0
Transfer Adjustments-Uses	0	(16,000)	0	16,000	0	0
Uses - Operating Expenditures Total	3,658,080	3,520,652	3,552,597	31,945	3,576,133	23,536

USES BY PROGRAM RECAP

Children's Baseline	199,204	198,677	198,677	0	198,677	0
Commission On Status Of Women	3,056,187	3,111,975	3,143,920	31,945	3,167,456	23,536
Domestic Violence	402,689	210,000	210,000	0	210,000	0
Uses by Program Recap Total	3,658,080	3,520,652	3,552,597	31,945	3,576,133	23,536

PERFORMANCE MEASURES

	2010-2011 Actual	2011-2012 Target	2011-2012 Projected	2012-2013 Target	2013-2014 Target
COMMISSION ON THE STATUS OF WOMEN					
Promote gender equality in the workplace and community					
Number of people educated and trained about gender equality and San Francisco's Women's Human Rights Ordinance (CEDAW)	1,763	1,500	750	1,500	1,500
Number of private sector entities engaged in the San Francisco Gender Equality Principles (GEP) Initiative	44	48	47	53	58
VIOLENCE AGAINST WOMEN PREVENTION AND INTERVENTION (VAW) GRANTS PROGRAM					
Monitor direct services in violence against women prevention and intervention					
Hours of supportive services by department-funded shelters, crisis services, transitional housing, advocacy, prevention and education annually	45,594	32,318	32,318	32,318	32,318
Number of unduplicated individuals served in shelters, crisis services, transitional housing, advocacy, prevention, and education annually	31,644	24,576	24,576	24,576	24,576
Percent of people accessing services for which English is not a primary language.	21	32	32	32	32
Number of calls to crisis lines annually	21,797	14,547	14,547	14,547	14,547
Number of shelter bed-nights annually	4,796	7,068	7,068	7,068	7,068

Superior Court

The mission of the Superior Court of California, County of San Francisco (CRT) is to assure equal access, fair treatment, and the just and efficient resolution of disputes for all people asserting their rights under the law.

SERVICES

The Superior Court of California, County of San Francisco is a state entity that serves the City and County of San Francisco. Article VI of the California Constitution establishes the Judicial Branch, which includes the Superior Court, as a separate and equal branch of government governed by the Judicial Council of California. Two legislative acts have relieved the City and County from funding responsibility for court operations and facilities:

The Lockyer-Isenberg Trial Court Funding Act of 1997 designated the Judicial Council as the entity responsible for allocation of funding for all Superior Court operations throughout the state. In exchange, counties must make a fixed perpetual annual maintenance of effort payment to the State that is equal to what counties allocated for court operations in Fiscal Year (FY) 1994-95. All future costs of court operations will be funded by the State and allocated by the Judicial Council.

The Trial Court Facilities Act of 2002 mandated that ownership and responsibility for all court facilities be transferred to the Judicial Council. In exchange, counties must make a fixed County Facilities Payment (CFP) to the State that is based on an average of what was expended

on court facilities maintenance during FY 1995-96 through FY 1999-00. All future costs of maintaining court facilities will be funded by the State and allocated by the Judicial Council.

Since 1998, the City and County of San Francisco has been making a maintenance of effort payment to the State for relief from court operations responsibility, and since 2009, the City has been making a CFP payment for relief from court facilities responsibility. State legislative requirements and Constitutional separation preclude local government from reviewing Judicial Branch budgets. However, the exceptions to this are the following county-funded programs that are managed by the Superior Court:

INDIGENT DEFENSE PROGRAM provides funding for outside legal counsel in cases that represent a conflict of interest for the Public Defender and is constitutionally-mandated.

CIVIL GRAND JURY investigates the operations of the various City departments, and agencies and provides recommendations for improvements.

For more information, call (415) 551-4000 or 311; or visit www.sfsuperiorcourt.org

BUDGET DATA SUMMARY

	2010-2011 Actual	2011-2012 Budget	2012-2013 Proposed	Change from 2011-2012	2013-2014 Proposed	Change from 2012-2013
Total Expenditures	37,508,860	37,715,780	37,901,441	185,661	37,900,241	(1,200)

Superior Court



TOTAL BUDGET – HISTORICAL COMPARISON

	2010-11	2011-12	2012-2013		2013-2014	
	Actual	Original Budget	Proposed Budget	Chg From 2011-12	Proposed Budget	Chg From 2012-13
SOURCES						
Licenses & Fines	65,220	34,564	34,564	0	34,564	0
Charges for Services	3,472,904	3,780,000	3,780,000	0	3,780,000	0
Use of / (Deposit to) Fund Balance	1,361,482	1,054,185	1,039,310	(14,875)	1,038,110	(1,200)
General Fund Support	32,609,254	32,847,031	33,047,567	200,536	33,047,567	0
Sources Total	37,508,860	37,715,780	37,901,441	185,661	37,900,241	(1,200)

USES – OPERATING EXPENDITURES

Fringe Benefits	542,315	499,464	500,000	536	500,000	0
Professional & Contractual Services	32,066,303	36,884,306	37,082,606	198,300	37,081,406	(1,200)
Aid Assistance / Grants	326,484	293,175	280,000	(13,175)	280,000	0
Materials & Supplies	636	1,000	1,000	0	1,000	0
Services of Other Departments	0	37,835	37,835	0	37,835	0
Transfers Out	4,186,695	0	0	0	0	0
Uses - Operating Expenditures Total	37,122,433	37,715,780	37,901,441	185,661	37,900,241	(1,200)

USES – PROJECT EXPENDITURES

Capital Projects	386,427	0	0	0	0	0
Uses - Project Expenditures Total	386,427	0	0	0	0	0

USES BY PROGRAM RECAP

Court House Construction	4,573,122	4,575,574	4,573,874	(1,700)	4,572,674	(1,200)
Dispute Resolution Program	326,484	293,175	280,000	(13,175)	280,000	0
Indigent Defense/Grand Jury	9,300,603	9,873,370	10,073,370	200,000	10,073,370	0
Trial Court Services	23,308,651	22,973,661	22,974,197	536	22,974,197	0
Uses by Program Recap Total	37,508,860	37,715,780	37,901,441	185,661	37,900,241	(1,200)

Treasurer/Tax Collector

The Office of the Treasurer & Tax Collector (TTX) serves as the banker, collection agent, and investment officer for the City and County of San Francisco.

SERVICES

The Office of the Treasurer & Tax Collector provides services through the following divisions:

BUSINESS TAX implements and enforces the business tax ordinances for the City. These taxes include payroll expense tax, parking tax, transient occupancy tax, utility users' tax, access line tax, and stadium taxes. In addition, this division collects the business registration and emergency response fees.

PROPERTY TAX & LICENSING bills, collects, records and reports payments of secured and unsecured property taxes, special assessments, and license fees for the Public Health, Police and Fire Departments, as well as dog licenses for the Department of Animal Care and Control.

DELINQUENT REVENUE is the official collection arm of the City. It is authorized to collect all of the City's accounts receivable that exceed \$300 and are at least 90 days overdue.

INVESTMENT administers and controls the investment of all monies in the Treasurer's custody that are not required for payment of current obligations. This division's goal is to maximize interest income while preserving the liquidity and safety of the principal.

TAXPAYER ASSISTANCE provides tax information to the public and serves as the Department's primary public contact unit.

For more information, call (415) 554-6888 or 311; or visit www.sftreasurer.com

BUDGET DATA SUMMARY

	2010-2011 Actual	2011-2012 Budget	2012-2013 Proposed	Change from 2011-2012	2013-2014 Proposed	Change from 2012-2013
Total Expenditures	24,429,456	28,546,420	29,681,678	1,135,258	27,022,577	(2,659,101)
Total FTE	211	208	204	(4)	182	(21)

BUDGET ISSUES AND DETAILS

The Fiscal Year (FY) 2012-13 proposed budget of \$29.6 million for the TTX is \$1.1 million, or 3.9 percent, higher than the FY 2011-12 budget of \$28.5 million. This increase is predominantly due to increases in salary and fringe benefits costs.

The FY 2013-14 proposed budget of \$27.0 million for the TTX is \$2.6 million, or 8.9 percent, lower than the FY 2012-13 budget of \$29.6 million. A significant portion of this decrease is due to the end of a \$1.4 million work order with the Superior Court.

KINDERGARTEN TO COLLEGE SAVINGS

In FY 2010-11, in collaboration with the Mayor, the Department launched the first program in the nation to automatically open a college savings account for all children entering kindergarten in the City's public schools. This Kindergarten to College program (K2C) includes a matching component and incentives to boost family savings, and puts San Francisco at the forefront of national savings policy models. K2C covered 2,270 students in the current year and will ramp up to full coverage of all Kindergarten enrollees by expanding to 4,400 students in FY 2012-13.

REFORM OF PERMIT RENEWALS

The Treasurer, along with Mayor Lee and Board of Supervisors President David Chiu, initiated legislation to ease burdens on small businesses operating in San Francisco. Businesses of all types are required to have permits to operate, and the annual renewal of these permits previously occurred sporadically throughout the year depending on the type of permit and the location of the business. The legislation passed in FY 2011-12 consolidates permit renewal billings by business owner on

one date, making it easier for the business to plan, track, and pay. The Department will implement this new system in FY 2012-13.

EXPAND TOURISM & INTERNATIONAL TRADE

TTX has a unique partnership with the Tourism Improvement District to collect the self-assessed fee that raises funds for the renovation of Moscone Center and tourism promotion. Through this partnership, the Department has collected approximately \$52.0 million since 2009 for renovation and tourism promotion.

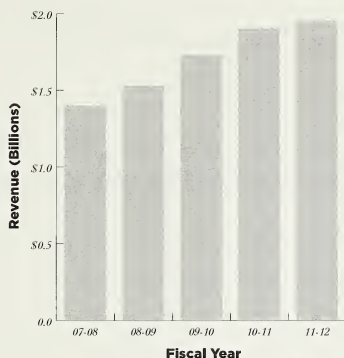
UTILIZING TECHNOLOGY FOR IMPROVED PROCESSES

The Treasurer/Tax Collector's Office has been actively investigating and utilizing technological innovations in order to improve customer service and increase collections. Within one year of procuring a software application that enables online tax filing and related business process management of the tax submissions, the Department has reduced manual operations for Payroll, Hotel, Prepayment, Business Registration and Property Tax. In addition to providing online submission and online payment processing, the Department immediately scans and archives incoming checks, decreasing the need for archival services and enhancing our research capabilities. Simultaneously, the Department is increasing its online payment options. The adoption to online payments has been significant with some taxes having a 50.0 percent remittance rate online.

REFORM THE PAYROLL TAX

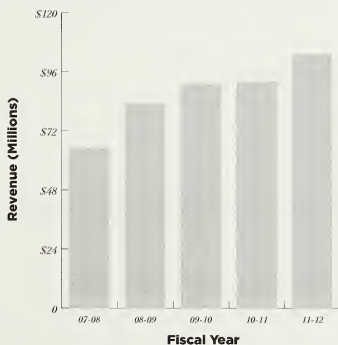
The Treasurer is working in collaboration with Mayor Lee, President Chiu, and Controller Ben Rosenfield to ensure that the new solution is financially sound and operationally manageable.

Secured Property Tax Revenue Collection 5 Year Comparison



Property tax revenue in FY 2010-11 increased by \$50.0 million (2.5 percent) over the previous fiscal year.

Secured Supplemental Property Tax Revenue Collection 5 Year Comparison



Supplemental property tax collection increased by more than \$21.0 million (25 percent) from the previous fiscal year as the economy rebounded.

Treasurer/Tax Collector



TOTAL BUDGET HISTORICAL COMPARISON

	2010-11	2011-12	2012-2013		2013-2014	
	Actual	Original Budget	Proposed Budget	Chg From 2011-12	Proposed Budget	Chg From 2012-13

AUTHORIZED POSITIONS

Total Authorized	215.68	213.04	208.82	(4.22)	187.31	(21.51)
Non-operating Positions (cap/other)	(5.00)	(5.00)	(5.00)	0.00	(5.00)	0.00
Net Operating Positions	210.68	208.04	203.82	(4.22)	182.31	(21.51)

SOURCES

Local Taxes	504,818	495,029	495,029	0	495,029	0
Use of Money or Property	4,415,395	4,521,541	4,924,689	403,148	5,009,550	84,861
Charges for Services	3,840,519	3,647,500	2,822,849	(824,651)	2,822,849	0
Other Revenues	420,493	644,136	709,030	64,894	755,212	46,182
Expenditure Recovery	4,507,066	5,469,907	6,264,194	794,287	5,022,306	(1,241,888)
Use of / (Deposit to) Fund Balance	(62)	0	0	0	0	0
General Fund Support	10,741,227	13,768,307	14,465,887	697,580	12,917,631	(1,548,256)
Sources Total	24,429,456	28,546,420	29,681,678	1,135,258	27,022,577	(2,659,101)

USES - OPERATING EXPENDITURES

Salaries & Wages	14,496,549	15,380,092	15,795,575	415,483	14,521,892	(1,273,683)
Fringe Benefits	6,107,347	6,416,459	6,583,536	167,077	6,581,353	(2,183)
Overhead	0	37,326	8,020	(29,306)	(150,812)	(158,832)
Professional & Contractual Services	1,629,804	4,310,832	4,873,551	562,719	3,685,561	(1,187,990)
Materials & Supplies	111,417	278,915	278,915	0	278,915	0
Services of Other Departments	2,084,339	2,122,800	2,142,081	19,281	2,105,668	(36,413)
Uses - Operating Expenditures Total	24,429,456	28,546,424	29,681,678	1,135,254	27,022,577	(2,659,101)

USES BY PROGRAM RECAP

Business Tax	4,963,866	6,502,366	6,262,027	(240,339)	5,151,035	(1,110,992)
Delinquent Revenue	7,566,009	8,736,301	9,004,848	268,547	7,553,165	(1,451,683)
Investment	1,198,866	1,981,380	2,338,400	357,020	2,452,538	114,138
Legal Service	599,502	209,583	441,801	232,218	460,059	18,258
Management	4,363,687	4,959,869	5,352,917	393,048	5,413,989	61,072
Property Tax/Licensing	2,009,167	2,280,186	2,181,600	(98,586)	1,946,662	(234,938)
Taxpayer Assistance	1,361,186	1,167,976	1,409,882	241,906	1,472,145	62,263
Transfer Tax	338,631	0	0	0	0	0
Treasury	2,028,542	2,708,763	2,690,203	(18,560)	2,572,984	(117,219)
Uses by Program Recap Total	24,429,456	28,546,424	29,681,678	1,135,254	27,022,577	(2,659,101)

PERFORMANCE MEASURES

	2010-2011 Actual	2011-2012 Target	2011-2012 Projected	2012-2013 Target	2013-2014 Target
DEPARTMENTAL MANAGEMENT					
Provide superior customer service to all customers through the City Payment Center in City Hall					
Percentage of customers rating Overall Service as excellent or good.	90%	90%	75%	90%	90%
Expand access to City government by placing information and transactions online					
Number of web-enabled transactions completed online using the City's SFGOV Online Services portal	60,752	70,000	70,000	70,000	100,000
TTX-BUSINESS TAX					
Promote compliance with the Business Tax Ordinance					
Number of taxpayer audits completed	712	780	650	750	780
TTX-DELINQUENT REVENUE					
Maximize revenue through intensive collection activity					
Amount of total revenue collected on all delinquent debts, in millions	\$103.5	\$82.0	\$90.0	\$80.0	\$90.0
TTX-PROPERTY TAX/LICENSING					
Maintain low property tax delinquency rates					
Percentage of delinquency rate of secured property taxes	1.65%	2.30%	2.00%	2.00%	2.00%
TTX-TREASURY					
Maximize interest earnings for San Francisco by processing payments efficiently					
Percentage of payments received that are processed and deposited during the same business day.	99%	99%	99%	99%	99%

War Memorial

The mission of the War Memorial (WAR) is to manage, operate and maintain the War Memorial and Performing Arts Center, including the War Memorial Opera House, Veterans Building, Davies Symphony Hall, Zellerbach Rehearsal Hall, Memorial Court and adjacent grounds. The Department works to provide safe, first-class facilities in order to promote cultural, educational, and entertainment opportunities in a cost-effective manner for maximum use and enjoyment of the public.

SERVICES

The War Memorial provides services in the following areas:

FACILITIES MANAGEMENT is responsible for the management, oversight and delivery of daily engineering, maintenance, custodial, security and stage/technical services to support facilities' operations; management and administration of tenant occupancies and coordination of tenant services; and planning, coordination and implementation of regular and periodic facilities maintenance and capital improvement projects.

BOOKING, MARKETING AND EVENT SERVICES is responsible for booking of the Opera House, Davies Symphony Hall, Herbst Theatre, Green Room and Zellerbach Rehearsal rental facilities, including license agreement administration, box office and ticket sales services, stage/event production and technical

coordination, front-of-house usher services, food and beverage concession and catering services, lost and found, customer service center, program accessibility, and public information.

WAR MEMORIAL TRUST ADMINISTRATION ensures that the War Memorial, a group of facilities entrusted to the City's care by way of the 1921 War Memorial Trust Agreement, upholds its specific duties and responsibilities under the Trust, including providing rent-free space and facilities for the San Francisco Posts of the American Legion, a named beneficiary of the Trust. The War Memorial schedules and coordinates the American Legion Posts' building occupancy and uses pursuant to the Trust provisions.

For more information, call (415) 554-6300 or 311; or visit www.sfwmpac.org.

BUDGET DATA SUMMARY

	2010-2011 Actual	2011-2012 Budget	2012-2013 Proposed	Change from 2011-2012	2013-2014 Proposed	Change from 2012-2013
Total Expenditures	11,596,981	12,095,983	12,115,869	19,886	11,501,682	(614,187)
Total FTE	63	63	63	1	59	(4)

BUDGET ISSUES AND DETAILS

The Fiscal Year (FY) 2012-13 proposed budget of \$12.1 million for the Department is roughly equal to the FY 2011-12 budget.

The FY 2013-14 proposed budget of \$11.5 million for the Department is \$0.6 million, or 5.0 percent, lower than the FY 2012-13 budget of \$12.1 million. A significant portion of this decrease is due to the planned closure of the Veterans Building on July 1, 2013 for a two-year construction period to implement seismic and life safety renovations. The Veterans Building closure effective July 1, 2013 is projected to reduce FY 2013-14 expenditures by \$1.1 million. This savings is partially offset by an increase in salary and fringe benefits costs, an increase in the San Francisco Public Utilities Commission's Hetch Hetchy electric power rates, and an increase in FY 2013-14 capital project expenditures.

VETERANS BUILDING SEISMIC UPGRADE AND IMPROVEMENT PROJECT

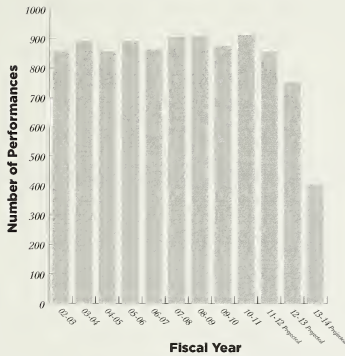
As provided in the City's 10-Year Capital Plan, the two-year design/development phase of the \$130.0 million Veterans Building Seismic Upgrade and Improvement Project commenced in July 2011. This major project, construction of which is scheduled to commence July 1, 2013, represents an investment in one of San Francisco's most historic properties and has significant impact on the War Memorial's budget for the next two fiscal years, both in terms of revenues and expenditures. Earned

revenues from Herbst Theatre and Green Room rentals, as well as other Veterans Building occupancies, will decrease by \$237,000 in FY 2012-13 and an additional \$655,189 in FY 2013-14. Veterans Building expenditures will decrease by \$46,566 in FY 2012-13 and an additional \$1.1 million in FY 2013-14. The Veterans Building Project will create hundreds of construction jobs, and the Local Hire Ordinance will ensure new jobs for San Franciscans. The Veterans Building renovations, once completed, will significantly improve facilities rented and used by over 150 small arts and cultural organizations each year, and will allow the War Memorial to attract national and international events, performers and patrons. New and upgraded Veterans Building facilities will also create operating efficiencies and allow the War Memorial to generate additional earned revenue.

CIVIC CENTER COMMUNITY BENEFIT DISTRICT

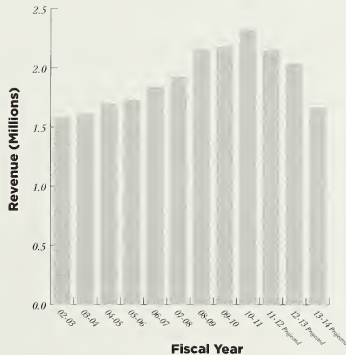
The Civic Center Community Benefit District allows the War Memorial to invest in its neighborhood and work together with Civic Center businesses and residents on improving the safety, services, and appeal of the Civic Center for residents and visitors. The War Memorial has budgeted expenditures in FY 2012-13 and FY 2013-14 for Civic Center Community Benefit District tax assessments.

Total Annual Performances



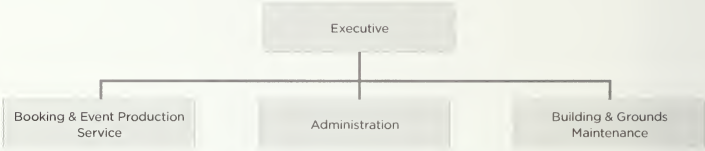
Performances are projected to be fewer in FY 2013-14 due to the seismic renovation of the War Memorial.

Annual Earned Revenue



Annual Earned Revenue from facility and equipment rental fees, food, beverage and merchandise concession commissions are projected to fall due to the seismic renovation of the War Memorial.

War Memorial



TOTAL BUDGET HISTORICAL COMPARISON

	2010-11	2011-12	2012-2013		2013-2014	
	Actual	Original Budget	Proposed Budget	Chg From 2011-12	Proposed Budget	Chg From 2012-13

AUTHORIZED POSITIONS

Total Authorized	64.07	63.73	64.33	0.60	60.31	(4.02)
Non-operating Positions (cap/other)	(1.00)	(1.00)	(1.00)	0.00	(1.00)	0.00
Net Operating Positions	63.07	62.73	63.33	0.60	59.31	(4.02)

SOURCES

Local Taxes	8,808,200	8,676,261	9,158,500	482,239	9,071,000	(87,500)
Licenses & Fines	10,009	0	0	0	0	0
Use of Money or Property	2,003,650	1,820,837	1,750,852	(69,985)	1,507,194	(243,658)
Charges for Services	366,033	338,811	298,436	(40,375)	168,700	(129,736)
Other Revenues	1,570,265	0	0	0	0	0
Transfers In	0	897,489	482,500	(414,989)	486,843	4,343
Expenditure Recovery	216,079	268,673	231,411	(37,262)	231,411	0
Transfer Adjustments-Sources	0	(897,489)	(482,500)	414,989	(486,843)	(4,343)
Use of / (Deposit to) Fund Balance	(1,377,255)	991,401	676,670	(314,731)	523,377	(153,293)
Sources Total	11,596,981	12,095,983	12,115,869	19,886	11,501,682	(614,187)

USES - OPERATING EXPENDITURES

Salaries & Wages	4,555,218	4,869,275	5,113,966	244,691	4,844,996	(268,970)
Fringe Benefits	2,119,625	2,231,064	2,416,046	184,982	2,536,844	120,798
Overhead	391,243	0	0	0	0	0
Professional & Contractual Services	671,251	772,016	787,322	15,306	732,698	(54,624)
Materials & Supplies	261,902	296,500	288,000	(8,500)	238,500	(49,500)
Services of Other Departments	2,867,232	3,029,639	3,028,035	(1,604)	2,661,801	(366,234)
Transfers Out	0	897,489	482,500	(414,989)	486,843	4,343
Transfer Adjustments-Uses	0	(897,489)	(482,500)	414,989	(486,843)	(4,343)
Uses - Operating Expenditures Total	10,866,471	11,198,494	11,633,369	434,875	11,014,839	(618,530)

USES - PROJECT EXPENDITURES

Facilities Maintenance	0	490,500	482,500	(8,000)	395,000	(87,500)
Capital Renewal	0	350,000	0	(350,000)	0	0
Capital Projects	730,510	56,989	0	(56,989)	91,843	91,843
Uses - Project Expenditures Total	730,510	897,489	482,500	(414,989)	486,843	4,343

USES BY PROGRAM RECAP

Oper & Maint Of Museums	82,607	0	0	0	0	0
Operations & Maintenance	11,514,374	12,095,983	12,115,869	19,886	11,501,682	(614,187)
Uses by Program Recap Total	11,596,981	12,095,983	12,115,869	19,886	11,501,682	(614,187)

PERFORMANCE MEASURES

	2010-2011 Actual	2011-2012 Target	2011-2012 Projected	2012-2013 Target	2013-2014 Target
OPERATIONS & MAINTENANCE					
Provide maximum number of performances and events					
Opera House performances/events	179	175	175	169	169
Davies Symphony Hall performances/events	249	237	237	234	234
Herbst Theatre performances/events	299	263	263	206	0
Green Room performances/events	183	179	179	140	0
Provide continued successful utilization of the facilities					
Opera House percentage of days rented	95%	92%	92%	92%	92%
Davies Symphony Hall percentage of days rented	85%	88%	88%	81%	81%
Herbst Theatre percentage of days rented	81%	76%	76%	76%	0%
Green Room percentage of days rented	54%	52%	52%	52%	0%
Veterans' use of meeting rooms	452	400	400	370	0

Bonded Debt & Long Term Obligations



*Anamika Khanna, Owner
Kasa, District 8*

Bonded Debt & Long Term Obligations

The Office of Public Finance is housed within the Controller's Office and provides and manages low-cost debt financing of large-scale, long-term capital projects and improvements that produce social and economic benefit to the City and its citizens while balancing market and credit risk with appropriate benefits, mitigations and controls.

STRATEGIC ISSUES

- Maintain access to cost-effective borrowing.
- Maintain moderate debt and debt service payments with effective planning and coordination with City departments.
- Meet significant capital demands through debt financing and alternate financing mechanisms such as public/private partnerships.
- Achieve the highest practical credit rating.
- Ensure compliance with applicable state and federal law.
- Full and timely payment of debt.

BACKGROUND

The City and County of San Francisco enjoys national recognition among investors of municipal debt obligations as a high profile economic center of one of the country's largest, most vibrant metropolitan areas. Investor interest benefits the City in the form of lower interest rates and lower annual debt service expenditures compared to other California cities.

The City utilizes three principal types of municipal debt obligations to finance long-term capital projects: general obligation (G.O.) bonds, lease revenue bonds, and certificates of participation. The City relies on the issuance of G.O. bonds to leverage property tax receipts for voter-approved capital expenditures for the acquisition or improvement of real property such as libraries, hospitals, parks, and cultural and educational facilities.

The City utilizes lease revenue bonds and certificates of participation to leverage General Fund receipts (such as fees and charges) to finance capital projects and acquisitions, many of which provide a direct revenue benefit or cost savings to the City. Debt service payments for lease revenue bonds and certificates of participation

are typically paid from revenues of the related project or fees, taxes, or surcharges imposed on users of the project. For example, debt service on the lease revenue bonds issued to construct the Moscone Center Expansion Project is repaid primarily from the 2 percent increase in hotel taxes approved by the Board of Supervisors in August 1996 and passed by the voters in November 1998. However, the 2 percent increase is not directly pledged for such debt service, and repayment can be funded from any lawful monies of the City's General Fund.

Another type of financing available to the City is Tax and Revenue Anticipation Notes (TRANS), a common short-term obligation, to meet ongoing General Fund expenditures in advance of revenue collections. The City utilized TRANS in fiscal years 1993-94 through 1996-97.

RATINGS

Like many local jurisdictions, San Francisco's bond rating has been affected by the recent economic downturn and the State's fiscal uncertainty. Over the past two years, the City has implemented policies to improve its financial management and reassure investors that the City is on sound fiscal footing. These policies include five-year financial planning, two-year budgeting, and enhanced reserves to prepare for future economic downturns.

GENERAL OBLIGATION BONDS

The City's G.O. bond debt, which carries the City's strongest ratings, is rated Aa2/AA/AA- by Moody's Investor Services (Moody's), Standard & Poor's and Fitch Ratings, respectively, with AAA being the highest rating attainable.

On November 17, 2010, Moody's downgraded the City's G.O. Bond debt rating to Aa2 from Aa1 and revised the rating outlook to stable from negative. Fitch Ratings downgraded the City's G.O. debt rating to AA- from AA on April 13, 2011 and revised the rating outlook to stable from negative. Moody's and Fitch Ratings cited the City's

structural imbalance, sizable retiree costs and unfunded liabilities, and thin reserve position in the downgrades. On April 20, 2011, Standard & Poor's affirmed the City's AA rating and revised the rating outlook to negative from stable. According to the report from Standard & Poor's, the negative outlook reflects the City's structural imbalance and reliance on reserves to offset revenue shortfalls. Moody's, Standard & Poor's and Fitch Ratings affirmed the City's G.O. debt ratings and outlooks in February 2012.

LEASE REVENUE BONDS

Standard & Poor's, Moody's, and Fitch Ratings rate the City's lease revenue bonds AA-/A1/ A+, respectively. Moody's, Standard & Poor's and Fitch Ratings affirmed the City's lease revenue bond ratings in February 2012.

The ratings are one to two rating levels below the City's G.O. bond ratings, a normal relationship between G.O. bonds and lease revenue bonds. This difference can be attributed in part to the less stringent voter requirement for lease revenue bonds. In addition, the City has no legal obligation/authority to levy taxes for repayment (as is the case for G.O. bonds), only to appropriate rent on the use of the facilities financed when it has use and occupancy.

Despite the City's sizable budget requirements, State and Federal funding uncertainties, and numerous capital projects, the ratings reflect overall strengths such as strong financial management, low to moderate debt burden, strong tax base growth, and favorable socio-economic profile.

Furthermore, in 2006, Standard & Poor's enhanced its analysis of financial management policies and procedures with the introduction of the concept of the Financial Management Assessment (FMA), a transparent assessment of a government's financial practices. Standard & Poor's has assigned a strong FMA which indicates that the City practices are strong, well embedded, and sustainable.

DEBT PROFILE

Pursuant to the City Charter, the City must have voter authorization to issue G.O. bonds and lease revenue bonds. In the case of G.O. bonds, authorization is required by a two-thirds majority vote. In the case of lease revenue bonds, authorization is required by a simple majority vote (50% of those voting plus one).

The City's outstanding general fund debt consists of G.O. bonds, settlement obligation bonds, lease revenue bonds, and certificates of participation. Our Lease Revenue Bonds, Series 2008-1 and 2008-2 (Moscone Center Expansion Project) are variable rate bonds. In addition, there are long-term obligations issued by public agencies whose jurisdictions overlap the boundaries of the City in whole or in part. See overlapping debt obligations described below.

As shown below in Table 1, the Fiscal Year (FY) 2012-13 budget provides \$189.3 million for the payment of debt service on \$1.76 billion in G.O. bonds.

Table 1: Outstanding G.O. Bonds & Long Term Obligations Debt Service for Fiscal Year 2012-13

Principal Outstanding	
GO Bonds (as of 7/1/11)	\$1,506,329,987
Plus Expected New Issuances	\$252,375,000
Total GO Bonds	\$1,758,704,987
Long-Term Obligations (as of 7/1/11)	\$1,083,573,458
Plus Expected New Issuances	\$300,050,000
Total Long-Term Obligations	\$1,383,623,458
Total Principal Outstanding	\$3,142,328,445
Fiscal Year 2011-12 Debt Service	
GO Bonds	\$189,337,717
Long-Term Obligations	\$102,193,081
Total Annual Debt Service	\$291,530,799

GENERAL OBLIGATION BONDS As stated above, the City's issuance of G.O. bonds must be approved by at least two-thirds of the voters. In addition, the principal amount of bonds outstanding at any one time must not exceed 3 percent of the net assessed value of all taxable real and personal property located within the boundaries of the City.

For debt management and federal expenditure requirements, and because large-scale capital improvement projects are typically completed over a number of years, bonds are usually issued in installments. For that reason, and because G.O. bonds are repaid in the interim, the full amount of G.O. bonds authorized by the electorate typically exceeds the amount of G.O. bonds outstanding.

As of July 1, 2012, the total amount of G.O. bonds authorized by the voters but not yet issued will be \$1.08 billion. Of the \$1.51 billion G.O. bonds outstanding, a total principal amount of \$2.34 billion was originally issued. Table 2 lists the City's outstanding G.O. bonds including authorized programs where G.O. bonds have not yet been issued.

Table 2 does not include the approximately \$252 million in general obligation bonds to be issued in FY 2012-13 which includes G.O. bonds for the new San Francisco General Hospital. Debt service on the City's G.O. bonds is repaid from taxes levied on all real and personal property within the City boundaries.

Table 2: General Obligation Bonds (as of July 1, 2012)

DESCRIPTION OF ISSUE (DATE OF AUTHORIZATION)	SERIES	ISSUED	OUTSTANDING ⁽¹⁾	AUTHORIZED & UNISSUED
Seismic Safety Loan Program (11/3/92)	2007A	\$30,315,450	\$27,399,987	\$284,684,550
Branch Library Facilities Improvement (11/7/00)	2008A	31,065,000	26,690,000	
Clean & Safe Neighborhood Parks (2/5/08)	2008B	42,520,000	36,800,000	
	2010B	24,785,000	15,995,000	
	2010D	35,645,000	35,645,000	
	2012B	73,355,000	62,465,000	8,695,000
San Francisco General Hospital and Trauma Center (11/4/08)	2009A	131,650,000	107,810,000	
	2010A	120,890,000	78,005,000	
	2010C	173,805,000	173,805,000	461,055,000
Earthquake Safety and Emergency Response Bond (6/8/10)	2010E	79,520,000	76,080,000	
	2012A	183,330,000	155,650,000	149,450,000
Road Repaving & Street Safety (2011)	2012C	74,295,000	63,940,000	173,705,000
SUBTOTALS		\$1,001,175,450	\$860,284,987	\$1,077,589,550
General Obligation Refunding Bonds			23,520,000	
Series 2002-R1 issued 4/23/02		118,945,000	3,795,000	
Series 2006-R1 issued 10/31/06		90,690,000	69,800,000	
Series 2006-R2 issued 12/18/06		66,565,000	39,125,000	
Series 2008-R1 issued 5/29/08		232,075,000	100,025,000	
Series 2008-R2 issued 5/29/08		39,320,000	30,965,000	
Series 2008-R3 issued 7/30/08		118,130,000	118,130,000	
Series 2011-R1 issued 11/9/2011		339,475,000	118,130,000	
SUBTOTALS		\$1,005,200,000	\$646,045,000	
		\$2,006,375,450	\$1,506,329,987	\$1,077,589,550

⁽¹⁾Section 9.106 of the City Charter limits issuance of general obligation bonds of the City to three percent of the assessed value of all real and personal assessment district indebtedness or any redevelopment agency indebtedness.

⁽²⁾Of the \$35,000,000 authorized by the Board of Supervisors in February 2007, \$30,315,450 has been drawn upon to date pursuant to the Credit Agreement described under "General Obligation Bonds Authorized but Unissued."

Source: Office of Public Finance, City and County of San Francisco

LONG-TERM OBLIGATIONS

Long-term obligations include lease financings known as lease revenue bonds and certificates of participation. Pursuant to the Charter, lease revenue bonds must be approved by a simple majority of the voters. As with G.O. bonds, there is frequently a significant delay between the date of voter authorization and the time the lease obligations are actually issued. As of July 1, 2012, the City will have \$1.08 billion in long-term obligations outstanding.

As shown in Table 1, the FY 2012-13 budget provides for the payment of debt service on \$1.38 billion in long-term obligations expected to be outstanding during the fiscal year, including the approximately \$300 million in lease revenue bonds anticipated to be issued by the end of the fiscal year. The FY 2012-13 budget for long-term obligation debt service is \$102 million.

An additional \$125 million in lease revenue bonds has been authorized by the voters but not yet issued. This does not include lease revenue bonds authorized by the voters in an unspecified amount under Proposition F in 1989 which may be issued to construct various parking facilities within the City. In addition, \$100 million in lease revenue bonds has been authorized by the voters but not yet issued for the construction of a new football stadium at Candlestick Park.

Additionally, the voters approved Proposition C on March 7, 2000, which extended a two and one half cent per \$100 in assessed valuation property tax set-aside for the benefit of the Recreation and Park Department (the "Open Space Fund") and authorized the City to issue lease revenue bonds for construction projects and purchases of property.

On November 2007 voters approved Proposition D which renewed a two and one half cent per \$100 in assessed valuation property tax set-aside for the benefit of the Library (Library Preservation Fund) and authorized the City to issue lease revenue bonds or other types of debt to construct and improve library facilities.

TAX AND REVENUE ANTICIPATION NOTES

Pursuant to the Charter and the Constitution and laws of the State of California, the City may issue TRANS, which are payable solely from unrestricted revenues of the City's General Fund in the fiscal year in which such TRANS are issued. The amount issued, when added to the interest payable in any given fiscal year, may not exceed 85 percent of the estimated unrestricted revenues legally available for payment of the TRANS. Proceeds of the TRANS may only be used to pay obligations of the General Fund occurring in the fiscal year in which the TRANS are issued.

OVERLAPPING DEBT OBLIGATIONS

Overlapping debt obligations are long-term obligations sold in the public credit markets by public agencies whose boundaries overlap the boundaries of the City in whole

or in part. These overlapping debt obligations generally are not repaid from revenues of the City nor are they necessarily obligations secured by land within the City. In many cases, overlapping debt obligations issued by a public agency are payable only from the revenues of the public agency, such as sales tax receipts generated within the City's boundaries. Overlapping debt obligations of the City have been issued by such public agencies as the San Francisco Redevelopment Agency, Association of Bay Area Government, the Bayshore-Hester Assessment District, the San Francisco Bay Area Rapid Transit District (BART), the San Francisco Community College District, the San Francisco Unified School District, and the San Francisco Parking Authority.

As of July 1, 2012, the City estimates that \$1.32 billion in overlapping debt obligations will be outstanding. As these are direct obligations of other public agencies, no debt service with respect to these obligations is included in the City's FY 2012-13 budget.

DEBT LIMIT

The City's debt limit for outstanding G.O. bond principal is governed by Section 9.106 of the City's Charter and is subject to Article XIII of the State Constitution. Under the Charter, the City's outstanding G.O. bond principal is limited to 3 percent of the assessed value of all taxable real and personal property located within the jurisdiction of the City and County of San Francisco.

As indicated in Table 3, the City has a G.O. bond limit of \$4.76 billion, based upon the Controller's Certificate of Assessed Valuation released on August 1, 2011. As of July 1, 2012, the City will have \$1.51 billion of G.O. bonds outstanding which results in a G.O. bond debt to assessed value ratio of 0.95 percent. The City's remaining legal capacity for G.O. bond debt will be \$3.25 billion based on the FY 2011-12 Assessed Valuation. The FY 2012-13 Assessed Valuation will be released in August 2012 and will likely result in modest growth in the City's G.O. bond debt capacity.

The voters have approved an additional \$1.08 billion in G.O. bonds which the City has not yet issued. The amount of authorized but unissued debt is not included in the debt limit calculation since the limit applies only to outstanding bonds. Principal on previously issued bonds is repaid on a continuous basis allowing for additional debt capacity despite continued authorization for the issuance of new debt. Furthermore, debt capacity will increase (or decrease) in proportion to an increase (or decrease) in the assessed value of all real and personal property within the City.

Table 3: Calculation of Debt Limit Ratio

Debt Limit Ratio: 3% of Net Assessed Value	
Assessed Value (8/1/09)	\$165,576,663,992
Less Exemptions	(\$6,926,775,994)
Net Assessed Value (8/1/09)	\$158,649,887,998
Legal Debt Capacity (3%)	\$4,759,496,640
Outstanding GO Bonds (7/1/10)	\$1,506,329,987
GO Debt Ratio (7/1/10)	0.95%
Unused Capacity	\$3,253,166,653

CITIZENS’ GENERAL
OBLIGATION BOND OVERSIGHT
COMMITTEE

At the March 2002 Primary Election, San Francisco voters approved Proposition F creating the Citizens’ General Obligation Bond Oversight Committee (the Committee). The purpose of the Committee is to inform the public concerning the expenditure of general obligation bond proceeds. The Committee actively reviews and reports on the expenditure of taxpayers’ money in accordance with the voter authorization. The Committee convenes to provide oversight to ensuring that general obligation bond revenues are expended only in accordance with the ballot measure, and that no general obligation bond funds are used for any administrative salaries or other general governmental operating expenses, unless specifically authorized in the ballot measure for such general obligation bonds.

Proposition F provides that all ballot measures seeking voter authorization for general obligation bonds subsequent to the 2002 adoption of Proposition F must provide that 0.1 percent of the gross proceeds from the proposed bonds be deposited in a fund established by the Controller’s office and appropriated by the Board at the direction of the Committee to cover the Committee’s costs. The Committee, which was initially convened on January 9, 2003, continuously reviews existing G.O. bond programs. The Committee issues reports on the results of its activities to the Board of Supervisors at least once per year.

RECENT VOTER-APPROVED
GENERAL OBLIGATION
BONDS

In February 2008, the voters approved Proposition A, the first G.O. bond since this Committee was convened. Proposition A authorized the issuance of

up to \$185 million in G.O. bonds for the construction, reconstruction, acquisition, and improvement of parks for the Recreation and Park Department and the Port Commission (Clean and Safe Neighborhood Parks). The City issued \$42.5 million in August 2008, \$60.4 million in March 2010, and \$73.36 million in March 2012.

In November 2008, voters approved Proposition A, which authorized the issuance of up to \$887.4 million in G.O. bonds to provide funds to finance the building or rebuilding and improving the earthquake safety of the San Francisco General Hospital and Trauma Center. The City issued the first series of bonds under Proposition A in the amount of \$131.7 million in March 2009 and \$294.6 million in March 2010.

In June 2010, voters approved Proposition B, which authorized the issuance of up to \$412.3 million in general obligation bonds to provide funds to finance the construction, acquisition, improvement, and retrofitting of neighborhood fire and police stations, the auxiliary water supply system, a public safety building, and other critical infrastructure and facilities for earthquake safety and related costs. The City issued the first series of bonds under Proposition B in the amount of \$79.5 million in December 2010, and \$183.3 million in August 2011.

In November 2011, voters approved Proposition B, which authorized the issuance of up to \$248 million in general obligation bonds to provide funds to repair and repave City streets and remove potholes; strengthen and seismically upgrade street structures; redesign street corridors by adding or improving pedestrian signals, lighting, sidewalk extensions, bicycle lanes, trees and landscaping; construct and renovate curb ramps and sidewalks to increase accessibility and safety for everyone, including persons with disabilities; and add and upgrade traffic signals to improve Muni service and traffic flow. The City issued \$74.3 million in March 2012, the first series of bonds under Proposition B.

ENTERPRISE DEPARTMENT PRINCIPAL OUTSTANDING AND DEBT SERVICE FOR FY 2012-13

There are six Public Service Enterprise departments of the City and County of San Francisco that do not require discretionary City funding for their support, or in the case of revenue bond indebtedness, to offset long term debt. These departments are the Airport Commission, Municipal Transportation Agency (MTA), Port Commission, Public Utilities Commission (PUC), Rent Arbitration Board and Retirement System. Of these

six departments, the Airport Commission, MTA, Port Commission and PUC have issued revenue bonds to leverage operating revenues to finance capital projects and acquisitions, many of which provide a direct revenue benefit or cost savings to the public. Table 4 shows the total FY 2012-13 departments' principal outstanding and debt service payments due. As of July 1, 2012, the Public Service Enterprise departments will have \$8.32 billion principal outstanding including \$1.00 billion expected to be issued by the end of the fiscal year. The FY 2012-13 budget provides for the debt service payment of \$604 million in revenue bonds.

Table 4: Enterprise Department Revenue Bond Principal Outstanding and Debt Service for Fiscal Year 2012-13

Agency	Principal Amount Outstanding As of 7/1/12	Expected New Issuance	Total	Fiscal Year 2012-2013 Principal and Interest Payments
PUC ¹	\$4,199,904,000	\$976,600,000	\$5,176,504,000	\$242,019,397
MTA- Parking and Traffic ²	18,155,000	-	18,155,000	2,693,490
Port Commission ³	60,478,471	23,550,000	84,028,471	5,187,530
Airport Commission	4,037,000,000	-	4,037,000,000	354,479,957
Total	\$8,315,537,471	\$1,000,150,000	\$9,315,687,471	\$604,380,374

¹ Includes revenue bonds, commercial paper, State Loans.

² Includes loans from the California Department of Boating & Waterways and the SF PUC.

³ The above estimated budget is based on SFMTA's existing debt payment schedules. SFMTA is issuing a bond for consolidating the debt service, including the non-profit garages debt service. As this reporting the bond has not been issued. SFMTA is submitting \$9M and \$12M debt service budget for FY2013 and FY2014, respectively.

Capital Projects



*Lourdes, Gaby & Rosy Lozano, Owners
I's Caffè, District 9*

Capital Projects

TEN-YEAR CAPITAL PLAN AND THE PROPOSED FY 2012-13 AND FY 2013-14 CAPITAL BUDGET

Every other year, the City Administrator submits a Ten-Year Capital Plan to the Mayor and Board of Supervisors, as required under Section 3.21 of the Administrative Code. The Ten-Year Capital Plan (the Plan) provides an assessment of the City's capital infrastructure needs, and a financing plan for addressing those needs. Under the authority of the City Administrator, the Capital Planning Program prepares the Plan and presents it to the Capital Planning Committee (CPC) for review. In Fiscal Year (FY) 2011-12, the Plan moved from an annual to a biennial process. The Plan, along with the City's Five-Year Financial Plan, will now be issued in each odd calendar year. In those years, the Plan is submitted to the Board of Supervisors on March 1 for approval no later than May 1. Following adoption of the Plan, the Capital Planning Committee proposes a two-year capital budget for consideration by the Board of Supervisors during the regular budget process.

Even though there was no formal Plan issued during FY 2011-12, the Capital Planning Program worked with departments to review capital needs and provided an update on their findings to both the CPC and the Board of Supervisors' Budget & Finance Committee.

ELIGIBLE PROJECTS

Within the Plan, capital projects fall into three general funding categories, which make up the City's Capital Pay-As-You-Go program.

Routine Maintenance

The day-to-day maintenance of existing buildings and infrastructure, which often includes labor costs.

Renewals

Facility Renewals: Investments that preserve or extend the useful life of facilities and infrastructure. Examples include the repair and replacement of major building systems such as roofs, exterior walls and windows, and heating and cooling systems.

Streets & Right-of-Way Renewals: Investments that preserve or extend the useful life of streets, and repair

or replace infrastructure in the public right-of-way. Examples include street resurfacing, sidewalk repair, and plaza rehabilitation.

Enhancements

ADA transition plan: Investments that improve the accessibility of City facilities, as well as the public right-of-way, including curb ramps and sidewalks.

Project Development

Investments in the planning of major capital improvement programs. Examples of planning activities include project design and environmental review.

Critical capital improvements and emerging needs

Investments that address a critical need (which may or may not be identified in the Plan because they have yet to be clearly defined) or investments that can be used to leverage additional funds. Examples include emergency repairs or stabilization projects resulting from unforeseen events or disasters, building and infrastructure evaluations and studies, and improvements to comply with state, federal or local mandates and policy priorities.

HIGHLIGHTS OF THE FISCAL YEAR 2012-21 CAPITAL PLAN

The City's FY 2012-21 Ten-Year Capital Plan, adopted in May of 2011, recommends total investments of \$24.8 billion between FY 2011-12 and FY 2020-21. The proposed projects address a variety of critical capital needs for the City's water and sewer systems, port and airport, mass transit and roadway network, parks and plazas, and public health and public protection facilities. Examples of investments in the Capital Plan directed at General Fund programs and services include:

Improved maintenance of city facilities, roads and infrastructure: Overall investment levels in the maintenance and renewal of facilities and right-of-way increase gradually over the life of the plan. Totalling \$1.4 billion in all sources, the proposed renewal investments

capture 47 percent of the need in year one and increase to 80 percent in year 10 of the Plan. The Plan includes a General Obligation bond for street resurfacing and right-of-way improvements that voters approved in the November 2011 election.

Earthquake and public safety improvements at critical facilities: The Plan heavily prioritizes seismic and other public safety projects that ensure city facilities are seismically safe and operable after an emergency. These investments total more than \$2.7 billion. The highest priorities are projects in the November 2013 Earthquake Safety and Emergency Response General Obligation Bond and the replacement of County Jails 3 and 4 now at the Hall of Justice.

Disability access improvements: The Plan also prioritizes improving the accessibility of City facilities for the disabled in accordance with the City's Americans with Disabilities Act (ADA) transition plan. The Plan recommends \$177.0 million over the next 10 years to improve the accessibility of City facilities and the public right-of-way, including curb ramps and sidewalks.

Parks and open space improvements: The Plan proposes \$323.0 million in system wide work, funded primarily with bond issuances from the \$195.0 million Neighborhood Parks and Open Space Improvement General Obligation Bond that will go before the voters in November 2012.

EFFECT OF THE FISCAL YEAR 2012-21 CAPITAL PLAN ON THE CITY'S OPERATING BUDGET

The City's Ten-Year Capital Plan anticipates a number of major Capital Improvement Programs that will have an impact on the City's operating budget. The City attempts to quantify these operating expenditures and include them in the Capital Plan's cost estimates and the City's long-term financial planning projections. Below are some highlights of changes to operating costs due to the projects in the Ten-Year Capital Plan. A more detailed discussion of specific projects can be found in the Ten-Year Capital Plan.

Growth in General Fund Cash Expenditures: The Ten-Year Capital Plan recommends an annual increase of 10 percent in the level of General Fund cash expenditures for capital improvements. These increases are anticipated in the City's Joint Report and Five-Year Financial Plan in the projection for General Fund operating revenues and expenditures. The Mayor's proposed Five-Year Financial Plan recommends adjusting the level of anticipated cash investments to address projected General Fund budget shortfalls over the next five years. These changes, adopted in May 2011, will be reflected in the next iteration of the

Capital Plan.

Pre-funding Capital Bond Programs: Over the past five years, the Mayor's Office has adopted a policy of pre-funding planning for major capital improvement programs with General Fund pay-as-you-go funding. On several occasions in the City's history, the City proposed to voters General Obligation bond programs without adequate planning or complete cost estimates. As a result, the value of the voter-approved bonds was insufficient to complete the promised project scope, leading to financial challenges. The policy of pre-funding planning for capital improvement programs was successfully implemented with the 2008 San Francisco General Hospital rebuild bond and the 2010 Earthquake Safety and Emergency Response (ESER) Bond. The FY 2012-13 budget includes funding to plan the second ESER Bond in November 2013. This interaction between the operating budget and major capital programs has additional long-term financial benefits for the City's operating budget, since incomplete cost estimates historically have meant operating funds must be diverted to make up for shortfalls in General Obligation bond-funded improvements.

Energy Efficiency Investments: In accordance with the Mayor's priority, the Public Utilities Commission (PUC) continues to invest in energy efficiency projects for city facilities through its Sustainable Energy Account. The PUC's budget for FY 2012-13 and FY 2013-14 includes \$124.2 million for improvements to Power, including \$24.5 million for planning, development and implementation of new electricity generation resources to provide clean, local generation of power. Also included in the above figure is \$10.1 million for energy efficiency investments that will reduce facility operating costs for General Fund and Enterprise customers while improving system functionality and reducing the environmental impact of energy use.

Justice Facilities Improvement Program: The Earthquake Safety and Emergency Response Bond passed by voters in 2010, and a similar bond planned for 2013, are part of a larger plan to replace the Hall of Justice, which is in a state of disrepair and seismically unsafe. The City dedicates approximately \$1.0 million per year from the General Fund in short-term repairs and upgrades to keep the Hall of Justice safe and operational until a larger portion of the building can be relocated. While the cost to relocate criminal justice functions out of the Hall of Justice is substantial, the potential cost of delaying the project is even more significant; in the event of a major seismic event, the City would need to pay for the 800 prisoners and employees housed in Jails 3 and 4 to be moved to a temporary facility, while building a replacement facility at a cost of several hundreds of millions of dollars.

Public Safety Building Progress: Funded by the first Earthquake Safety and Emergency Response General Obligation Bond, the new Public Safety Building construction project broke ground in FY 2011-12. The Public Safety Building will contain the new Police headquarters, and it also houses new police and fire stations in the Mission Bay neighborhood. In FY 2012-13, the Police Department will be working closely with partner city departments to finalize a plan for purchasing furniture, fixtures, and equipment (FF&E), with particular focus on determining technology needs for the building. In FY 2013-14, the procurement process for FF&E will move forward to ensure that the constructed building will be ready for use when it opens in 2014.

San Francisco General Hospital: Over the next few years, construction will be completed on the new San Francisco General Hospital. The Department of Public Health anticipates the need for approximately \$130.0 million in equipment that cannot be paid for with General Obligation bond funds. The Department hopes to fund half of this need with donations from the SF General Hospital Foundation and is actively working on a financing plan for the remaining half.

Streets and Right-of-Way: Failure to maintain the City's streets leads to more expensive street reconstruction that is 4.6 times the cost of regular maintenance. General Fund impacts and cost concerns led the Mayor and President of the Board of Supervisors to create a Street Resurfacing Finance Working Group. This Working Group put forth a report detailing funding and policy options to maintain and improve the City's streets and right-of-way. In response to a recommendation by the Working Group, the Mayor introduced a \$248.0 million Road Repaving and Street Safety Bond measure in May of 2011, which was approved by voters in the November 2011 election.

The City is responsible for maintaining approximately 865 miles of streets and roadways comprised of 12,855 street segments. Currently, the statewide average Pavement Condition Index (PCI) score is 66, while here in San Francisco the PCI is 64. With these bond funds, the City will invest \$65.5 million (increasing 5 percent with inflation each year) annually in street repaving, getting us on track to improve the PCI to 66 by 2015. If funding is stabilized at this level for the subsequent seven years, the PCI will improve to 70 by 2021.

In addition to improving our streets, this bond measure allows the City to strengthen street structures, install curb ramps and reconstruct sidewalks, and to meet the City's goal to provide equal access in accordance with the Americans with Disabilities Act (ADA). The City will also be able to redesign streetscapes to improve pedestrian and bicycle safety, contribute to ecological sustainability, and promote economic activity. Finally, through the Municipal Transportation Agency, the City will upgrade

traffic, pedestrian, and transit signals, and provide other safety features that will speed the traffic flow and decrease congestion.

Veterans Building: In 2011, the City began the process of renovating the historic Veterans Building in the San Francisco Civic Center. Renovations will include seismically retrofitting the building, as well as upgrading outdated facility systems, improving accessibility, and replacing old plumbing, among others.

FISCAL YEARS 2012-13 AND 2013-14 PROPOSED CAPITAL BUDGET

The capital budget proposes \$441.4 million in total capital investments for Fiscal Years 2012-13 and 2013-14, including \$134.6 million for General Fund departments and \$306.8 million for non-General Fund departments. Combined, these capital investments will support approximately 2,900 direct and indirect jobs during the life of the projects.

The proposed capital budget prioritizes critical infrastructure and life-safety projects, as well as projects that will create jobs for San Francisco residents and generate economic activity to help lift the City out of the lingering recession.

ENTERPRISE DEPARTMENT CAPITAL PROJECTS

Major Enterprise department projects included in this submission are the building of runway safety zones at the San Francisco International Airport, structural improvements to several piers along the Port's waterfront to support the America's Cup, and the continued installation of energy-efficient Light Emitting Diode (LED) bulbs in over 17,600 streetlights operated by the Public Utilities Commission. In addition, several major Enterprise department projects not included in this submission are expected to begin or make significant progress over the next two fiscal years including the Central Subway, Doyle Drive, the Water System Improvement Project, and the Transbay Terminal. These projects are funded outside of the budget process through supplemental appropriations or grant resolutions.

GENERAL FUND DEPARTMENT CAPITAL PROJECTS

The proposed General Fund pay-as-you-go investments in the FY 2012-13 and FY 2013-14 capital budget total approximately \$96.4 million. These investments include ADA improvements; routine maintenance of City assets;

renewals at facilities supporting the delivery of public safety and health services; and, planning and design for critical infrastructure projects including projects related to the replacement of the Hall of Justice.

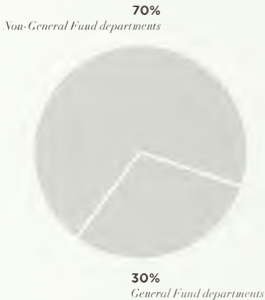
Sustainability and energy efficiency grants from the Public Utilities Commission increase the total level of proposed funding for annual capital projects for General Fund departments by \$2.5 million. Additional non-General Fund sources including the Open Space Fund; the Marina Yacht Harbor Fund; the Golf Fund; the 2000 Neighborhood Parks General Obligation Bond; federal and state grants; and, other sources bring the total capital investments for General Fund departments to approximately \$134.6 million. In addition, the

forementioned November 2011 voter approved Road Repaving and Street Safety General Obligation Bond allows the City to invest an additional \$248.0 million between FY 2011-12 through FY 2013-14 to repave streets and improve the safety of the public right-of-way.

Detailed information on the evaluation and prioritization of capital projects can be found in the Executive Summary and Appendix of the FY 2012-21 Capital Plan, which is available online at onesanfrancisco.org.

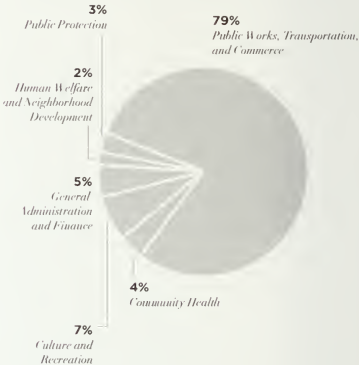
A list of projects included in the FY 2012-13 and FY 2013-14 proposed budgets is included on the following pages.

FY 2012-13 and FY 2013-14 Total Capital Budget



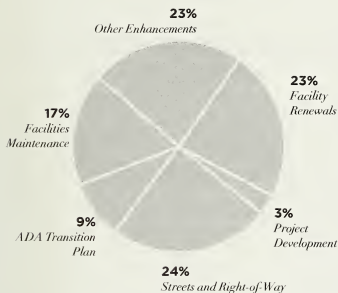
Over the next two fiscal years, \$443.7 million will be spent on capital; 70 percent of this spending will be on Non-General Fund departments and 30 percent will be on General Fund departments.

FY 2012-13 and FY 2013-14 Total Capital Budget by Service Area



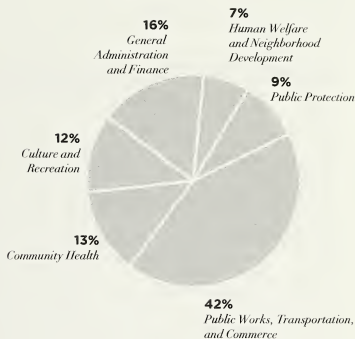
Almost 80 percent of the City's capital budget funds Public Works, Transportation, and Commerce projects. Because San Francisco is a City and a County, the budget includes funding for such diverse functions as street paving, pier maintenance, sewer and water system repairs, and improvements to our airport.

FY 2012-13 and FY 2013-14 General Fund Capital Budget by Expenditure Type



Streets and Right-of-Way projects make up 24 percent of the General Fund capital budget, but actual spending on streets will be much higher over the next two fiscal years due to the passage of the Streets Bond in November 2012.

FY 2012-13 and FY 2013-14 General Fund Capital Budget by Service Area



For General Fund departments, Public Works, Transportation, and Commerce represent 42 percent of total capital spending.

CAPITAL PROJECTS

Project Title		Subfund Title	Proposed 2012-2013	Proposed 2013-2014
Department : AAM ASIAN ART MUSEUM				
FAAFAC00 AAM - FACILITIES MAINTENANCE		GF-ANNUAL PROJECT	156,900	210,845
Department :AAM Subtotal			156,900	210,845
Department : ADM GENERAL SERVICES AGENCY - CITY ADMIN				
CADAN000	ANIMAL SHELTER FACILITY PLAN	GF-ANNUAL PROJECT	150,000	
CADCHG11	CITY HALL EMERGENCY GENERATOR PROJECT	GF-CONTINUING PROJECTS	225,000	960,000
CADEND191299	RESERVE	GF-CONTINUING PROJECTS	4,300,000	1,235,005
CADEND301299	ADA SFGH CAMPUS	GF-CONTINUING PROJECTS	1,733,200	1,000,000
CADEND311299	ADA GSA	GF-CONTINUING PROJECTS	310,000	1,550,000
CADEND321299	ADA GSA	GF-CONTINUING PROJECTS	205,000	400,000
CADEND331299	ADA DPH	GF-CONTINUING PROJECTS	1,000,000	
CADEND341299	ADA HAS	GF-CONTINUING PROJECTS		200,000
CADEND351299	ADA DPH 1010 GROVE	GF-CONTINUING PROJECTS		700,000
CADEND361299	ADA JUV	GF-CONTINUING PROJECTS	120,000	
CCF50000	MOSCONE CONVENTION CENTER EXPANSION PLAN	CONV FAC PD-CONTINUING PROJECTS	1,700,000	
FADANC01	CAMERAS AND CONTROLS	GF-ANNUAL PROJECT	50,000	
FADANC02	HVAC EQUIPMENT	GF-ANNUAL PROJECT	325,937	
FADANC03	INTERIOR FINISHES	GF-ANNUAL PROJECT	20,000	
FADANC04	KENNEL CAGES	GF-ANNUAL PROJECT	275,000	
FADANC05	PLUMBING FIXTURES	GF-ANNUAL PROJECT		90,000
FADANC06	ROOF REPLACEMENT	GF-ANNUAL PROJECT		250,000
FADCHL01	DOME RAILING REPAIR AND RESTORATION	GF-ANNUAL PROJECT	150,000	
FADCHL03	WINDOW STABILIZATION	GF-ANNUAL PROJECT		1,600,000
FADH03BU1199	PY10-11 CIP BUDGET	GF-ANNUAL PROJECT	175,000	183,750
FADMAR01	REPAVING PROJECT	GF-ANNUAL PROJECT	300,000	
FADOFA1213	FY 12-13 CIP BUDGET	GF-ANNUAL PROJECT	250,000	
FADOFA1214	FY 13-14 CIP BUDGET	GF-ANNUAL PROJECT		262,500
PATCPCPB99	CAPITAL PLANNING 06-07	GF-CONTINUING PROJECTS	750,000	750,000
Department :ADM Subtotal			12,039,137	9,181,255
Department : AIR AIRPORT COMMISSION				
CAC041UN4101	INTERNATIONAL TERMINAL IMPRVMENT-UNALLOC	SFIA-CONTINUING PROJ-OPERATING FD	2,000,000	200,000
CAC044339A10	CT3399A-CONSTRUCTION	1992 SFIA ISSUE 15 AMT BONDS	20,646	
CAC045UN4501	NOISE INSULATION & MANAGEMNT SYS-UNALLOC	2001 SFIA ISSUE 27A AMT BONDS	(290,073)	
CAC046UN4601	ENVIRONMENTAL IMPROVEMENTS-UNALLOC	1996 NOISE MITIGATION BONDS ISSUE 11	(364,072)	
CAC046UN4601	ENVIRONMENTAL IMPROVEMENTS-UNALLOC	1996 NOISE MITIGATION BONDS ISSUE 11	364,072	
CAC0479C4702	AIRFIELD CAPITAL EQUIPMENT	SFIA-CAPITAL PROJECTS-FEDERAL FUND	1,906,000	1,854,000
CAC0479C4703	AIRFIELD IMPROVEMENTS-EMAS/RUNWAY SAFETY	2009 SFIA CAPITAL PLAN	1,000,000	
CAC0479C4705	AIRFIELD IMPROVEMENTS-UTILITIES	2009 SFIA CAPITAL PLAN	5,836,300	
CAC047UN4701	AIRFIELD IMPROVEMENTS-UNALLOC	2009 SFIA CAPITAL PLAN	5,000,000	
CAC047UN4701	AIRFIELD IMPROVEMENTS-UNALLOC	1992 SFIA ISSUE 15 NON-AMT BONDS	172	
CAC047UN4701	AIRFIELD IMPROVEMENTS-UNALLOC	1992 SFIA ISSUE 18B NON-AMT BONDS	5,047	
CAC047UN4701	AIRFIELD IMPROVEMENTS-UNALLOC	1992 SFIA ISSUE 19 NON-AMT BONDS	6,089	
CAC047UN4701	AIRFIELD IMPROVEMENTS-UNALLOC	1992 SFIA ISSUE 21 NON-AMT BONDS	2	
CAC047UN4701	AIRFIELD IMPROVEMENTS-UNALLOC	1992 SFIA ISSUE 23A-AMT BONDS	1,692	
CAC047UN4701	AIRFIELD IMPROVEMENTS-UNALLOC	1992 SFIA ISSUE 23B-NON AMT BONDS	39,435	
CAC047UN4701	AIRFIELD IMPROVEMENTS-UNALLOC	1992 SFIA ISSUE 26B-NON-AMT BONDS	33,722	
CAC047UN4701	AIRFIELD IMPROVEMENTS-UNALLOC	1992 SFIA-ISSUE 10B NON AMT BONDS	1,919,249	
CAC047UN4701	AIRFIELD IMPROVEMENTS-UNALLOC	1992 SFIA-ISSUE 12B-AMT BONDS	167,394	
CAC047UN4701	AIRFIELD IMPROVEMENTS-UNALLOC	1992 SFIA-ISSUE 9B-NON-AMT BOND	4,973	
CAC047UN4701	AIRFIELD IMPROVEMENTS-UNALLOC	1996 ISSUE 13T INFRASTRUCTURE BONDS	199,694	
CAC047UN4701	AIRFIELD IMPROVEMENTS-UNALLOC	1996 NOISE MITIGATION BONDS ISSUE 11	486,726	
CAC047UN4701	AIRFIELD IMPROVEMENTS-UNALLOC	1998 COMMERCIAL PAPER - SERIES 3 NON AMT	50,379	
CAC047UN4701	AIRFIELD IMPROVEMENTS-UNALLOC	2000 SFIA ISSUE 24B NON AMT BONDS	49,328	
CAC047UN4701	AIRFIELD IMPROVEMENTS-UNALLOC	2001 SFIA ISSUE 27B NON AMT BONDS	9,655	
CAC047UN4701	AIRFIELD IMPROVEMENTS-UNALLOC	2003 SFIA ISSUE 29B NON AMT BONDS	327,617	
CAC047UN4701	AIRFIELD IMPROVEMENTS-UNALLOC	2005 SFIA ISSUE 32 AUCTION RATE BONDS	1,869	
CAC047UN4701	AIRFIELD IMPROVEMENTS-UNALLOC	SFIA-CAPITAL PROJECTS-FEDERAL FUND	61,819,423	63,087,491
CAC0489C4802	SECURITY IMPROVEMENTS	2009 SFIA CAPITAL PLAN	4,000,000	
CAC048UN4801	SAFETY & SECURITY IMPROVEMENTS-UNALLOC	SFIA-CAPITAL PROJECTS-OPERATING FUND	400,000	

CAPITAL PROJECTS

Project Title		Subfund Title	Proposed 2012-2013	Proposed 2013-2014
CAC0502N1EAL	CT9024A-GRANT ALLOCAION	SFIA-CAPITAL PROJECTS-FEDERAL FUND	5,658,098	
CAC0509C5001	AIRPORT SUPPORT IMPROVEMENTS	2009 SFIA CAPITAL PLAN	(3,105,000)	
CAC050UN5001	AIRPORT SUPPORT-UNALLOC	2001 SFIA ISSUE 27A AMT BONDS	290,073	
CAC050UN5001	AIRPORT SUPPORT-UNALLOC	SFIA-CAPITAL PROJECTS-FEDERAL FUND	5,000,000	
CAC050UN5001	AIRPORT SUPPORT-UNALLOC	SFIA-CAPITAL PROJECTS-OPERATING FUND	3,967,000	4,488,000
CAC0549C5401	GROUNSIDE IMPROVEMENTS-VIADUCT IMPV	2009 SFIA CAPITAL PLAN	700,000	
CAC0549C5402	GROUNSIDE IMPROVEMENTS-ROADWAY IMPV	2009 SFIA CAPITAL PLAN	4,000,000	
CAC0559C5501	PARKING IMPROVEMENTS	2009 SFIA CAPITAL PLAN	1,205,000	
CAC0579C5701	TERMINAL IMPROVEMENTS-T2 BOARDING AREA	2009 SFIA CAPITAL PLAN	(12,978,725)	
CAC0579C5701	TERMINAL IMPROVEMENTS-T2 BOARDING AREA	2009E NON-AMT/PRIVATE ACTIVITY BONDS	5,978,725	
CAC0579C5703	TERMINAL FACILITY RENOVATIONS	2009 SFIA CAPITAL PLAN	(6,157,575)	
CAC057UN5701	TERMINAL RENOVATIONS-UNALLOC	1981 SFIA-REVENUE BOND FUND	5,596	
CAC057UN5701	TERMINAL RENOVATIONS-UNALLOC	1983 SFIA-SERIES "D" REV BOND FUND	6,035	
CAC057UN5701	TERMINAL RENOVATIONS-UNALLOC	1992 SFIA ISSUE 15 AMT BONDS	37,298	
CAC057UN5701	TERMINAL RENOVATIONS-UNALLOC	1992 SFIA ISSUE 18A AMT BONDS	96,101	
CAC057UN5701	TERMINAL RENOVATIONS-UNALLOC	1992 SFIA ISSUE 19 NON-AMT BONDS	(150)	
CAC057UN5701	TERMINAL RENOVATIONS-UNALLOC	1992 SFIA ISSUE 21 NON-AMT BONDS	(2)	
CAC057UN5701	TERMINAL RENOVATIONS-UNALLOC	1992 SFIA ISSUE 23A-AMT BONDS	32,523	
CAC057UN5701	TERMINAL RENOVATIONS-UNALLOC	1992 SFIA ISSUE 23B-AMT BONDS	(22,876)	
CAC057UN5701	TERMINAL RENOVATIONS-UNALLOC	1992 SFIA ISSUE 25 AMT BONDS	24,112	
CAC057UN5701	TERMINAL RENOVATIONS-UNALLOC	1992 SFIA ISSUE 26A-AMT BONDS	104,765	
CAC057UN5701	TERMINAL RENOVATIONS-UNALLOC	1992 SFIA ISSUE 26B-NON-AMT BONDS	(477)	
CAC057UN5701	TERMINAL RENOVATIONS-UNALLOC	1992 SFIA-ISSUE 108 NON AMT BONDS	(1,919,249)	
CAC057UN5701	TERMINAL RENOVATIONS-UNALLOC	1992 SFIA-ISSUE 12A-AMT BONDS	10,400	
CAC057UN5701	TERMINAL RENOVATIONS-UNALLOC	1992 SFIA-ISSUE 12B-AMT BONDS	(160,431)	
CAC057UN5701	TERMINAL RENOVATIONS-UNALLOC	1992 SFIA-ISSUE 5-MASTER PLAN BOND FD	240	
CAC057UN5701	TERMINAL RENOVATIONS-UNALLOC	1992 SFIA-ISSUE 6-MASTER PLAN BOND FD	6,730	
CAC057UN5701	TERMINAL RENOVATIONS-UNALLOC	1992 SFIA-ISSUE 9B-NON-AMT BOND	(4,460)	
CAC057UN5701	TERMINAL RENOVATIONS-UNALLOC	1993 SFIA-ISSUE 2-REFUNDING BONDS FD	3,632	
CAC057UN5701	TERMINAL RENOVATIONS-UNALLOC	1993 SFIA-ISSUE 3-REFUNDING BONDS FD	519	
CAC057UN5701	TERMINAL RENOVATIONS-UNALLOC	1993 SFIA-ISSUE 4-REFUNDING BONDS FD	1,023	
CAC057UN5701	TERMINAL RENOVATIONS-UNALLOC	1996 ISSUE 13B INFRASTRUCTURE AMT BONDS	61,788	
CAC057UN5701	TERMINAL RENOVATIONS-UNALLOC	1996 ISSUE 13T INFRASTRUCTURE BONDS	(187,916)	
CAC057UN5701	TERMINAL RENOVATIONS-UNALLOC	1996 NOISE MITIGATION BONDS ISSUE 11	(486,726)	
CAC057UN5701	TERMINAL RENOVATIONS-UNALLOC	1997 COMMERCIAL PAPER FUND (AMT)	34,429	
CAC057UN5701	TERMINAL RENOVATIONS-UNALLOC	1998 COMMERCIAL PAPER - SERIES 3 AMT	143,176	
CAC057UN5701	TERMINAL RENOVATIONS-UNALLOC	1998 COMMERCIAL PAPER - SERIES 3 NON AMT	(5,228)	
CAC057UN5701	TERMINAL RENOVATIONS-UNALLOC	1998 SFIA ISSUE 20 NON-AMT BONDS	1,354	
CAC057UN5701	TERMINAL RENOVATIONS-UNALLOC	2002 SFIA ISSUE 28A AMT BONDS	100,955	
CAC057UN5701	TERMINAL RENOVATIONS-UNALLOC	2003 SFIA ISSUE 29B NON AMT BONDS	(316,112)	
CAC057UN5701	TERMINAL RENOVATIONS-UNALLOC	2004 SFIA ISSUE 31A AMT BONDS	203,583	
CAC057UN5701	TERMINAL RENOVATIONS-UNALLOC	2005 SFIA ISSUE 31F REVENUE BONDS	2,598	
CAC057UN5701	TERMINAL RENOVATIONS-UNALLOC	TAXABLE COMMERCIAL PAPER	8,264	
CAC059562010	CT5620A-CONSTRUCTION	1992 SFIA ISSUE 26B-NON-AMT BONDS	(11,060)	
CAC0609C6001	TELECOMMUNICATION SYSTEM IMPROVEMENTS	2009 SFIA CAPITAL PLAN	2,500,000	
CAC0609C6002	WATER SYSTEM IMPROVEMENTS	2009 SFIA CAPITAL PLAN	(500,000)	
CAC0609C6003	CENTRAL PLANT IMPROVEMENTS	2009 SFIA CAPITAL PLAN	(500,000)	
CAC0609C6005	UTILITY; POWER & LIGHTING SYS IMPVMENT	2009 SFIA CAPITAL PLAN	(500,000)	
CAC0609C6006	WASTEWATER SYSTEM IMPROVEMENTS	2009 SFIA CAPITAL PLAN	(500,000)	
CAC060UN6001	UTILITY IMPROVEMENTS-UNALLOC	SFIA-CAPITAL PROJECTS-FEDERAL FUND		6,000,000
CAC068UN6801	PASSENGER BRIDGE SECURE CONNECTOR-UNALLO	1992 SFIA ISSUE 15 AMT BONDS	(57,944)	
CAC068UN6801	PASSENGER BRIDGE SECURE CONNECTOR-UNALLO	1992 SFIA ISSUE 23A-AMT BONDS	(1,692)	
CAC068UN6801	PASSENGER BRIDGE SECURE CONNECTOR-UNALLO	2002 SFIA ISSUE 28A AMT BONDS	(85,524)	
FAC20099	AIRFIELD FAC MAINT	SFIA-CONTINUING PROJ-OPERATING FD	1,122,000	600,000
FAC30099	TERMINAL FAC MAINT	SFIA-CONTINUING PROJ-OPERATING FD	2,250,000	2,700,000
FAC40099	GROUNDSIDE FAC MAINT	SFIA-CONTINUING PROJ-OPERATING FD	700,000	700,000
FAC45099	UTILITIES FAC MAINT	SFIA-CONTINUING PROJ-OPERATING FD	800,000	2,000,000
FAC50099	SUPPORT FAC MAINT	SFIA-CONTINUING PROJ-OPERATING FD	3,453,000	2,500,000
FAC55099	WEST OF BAYSHORE FACILITY MAINTENANCE	SFIA-CONTINUING PROJ-OPERATING FD	175,000	500,000
MACART99	AIRPORT MUSEUM ART ACQUISITION	SFIA-CONTINUING PROJ-OPERATING FD		110,000
Department :AIR Subtotal			96,198,209	84,739,491

CAPITAL PROJECTS

Project Title		Subfund Title	Proposed 2012-2013	Proposed 2013-2014
Department : ART ARTS COMMISSION				
CARWAR	ART MOVE TO VETERANS BUILDING	GF-CONTINUING PROJECTS	250,000	
FAR211	CIVIC COLLECTION - MAINTENANCE	GF-ANNUAL PROJECT	75,000	78,750
FAR211	CIVIC COLLECTION - MAINTENANCE	GF-CONTINUING PROJECTS		190,000
FAR322	FACILITY MAINTENANCE PROJECTS	GF-ANNUAL PROJECT	100,507	105,532
FARACE	AFRICAN AMERICAN ART & CULTURE ELECTRIC	GF-CONTINUING PROJECTS		159,005
FARACR	AFRICAN AMERICAN ART & CULTURE ROOF	GF-CONTINUING PROJECTS		281,666
FARMCH	MISSION CULTURAL CENTER HVAC	GF-CONTINUING PROJECTS	214,760	
FARMCR	MISSION CULTURAL CENTER ROOF	GF-CONTINUING PROJECTS	227,563	
FARSAR	SOMARTS ROOF	GF-CONTINUING PROJECTS		370,822
Department :ART Subtotal			867,830	1,185,775
Department :CPC CITY PLANNING				
CCPPTP01	PAVEMENT TO PARKS PROGRAM	GF-CONTINUING PROJECTS	25,000	
CRPENH1FPK	17TH & FOLSOM PARK	EASTERN NEIGHBORHOOD PUBLIC BENEFIT FUND	2,271,850	
Department :CPC Subtotal			2,296,850	0
Department :DPH PUBLIC HEALTH				
CHC101	DPH ADMIN BLDG SEISMIC RETROFIT	GF-CONTINUING PROJECTS	250,000	
CHCCUR00	CURRY CENTER PROJECT-REVENUE	GF-CONTINUING PROJECTS	250,000	
CHCSHC0102	SOUTHEAST HEATH CTR-INTEGRATION-CHN	GF-CONTINUING PROJECTS	2,500,000	
CHCVAC02	SOUTHEAST HEATH CTR - ADA/HVAC-CHN WORK	GF-CONTINUING PROJECTS	(275,000)	
CHGBS80102	BLDG 5 RENOVATION & SEISMIC RETRO-CHN	SFGH-CONTINUING PROJ-OPERATING FD	500,000	1,000,000
CHGLE60102	SFGH ELEVATOR REPLACEMENT BLDG 5-CHN	SFGH-CONTINUING PROJ-OPERATING FD	2,000,000	4,000,000
CHGKRR0102	SFGH KITCHEN RETHERM REPLACEMENT-CHN	SFGH-CONTINUING PROJ-OPERATING FD		300,000
CHOSBR0201	SERVICE BLDG SEISMIC RETROFIT-CHN WORK	SFGH-CONTINUING PROJ-OPERATING FD	250,000	
CHGTWR0102	SFGH COOLING TOWERS REPL BLDG 2-CHN	SFGH-CONTINUING PROJ-OPERATING FD		300,000
CHGAUC0102	BLDG 80 URGENT CARE & FAMILY HEALTH-CHN	SFGH-CONTINUING PROJ-OPERATING FD		152,000
CHGW860102	SFGH BLDG 80-WARD 86 UPGRADE-CHN WORK	SFGH-CONTINUING PROJ-OPERATING FD		650,000
CHLCBR0101	LHH CAMPUS BOILER RETROFITTS	LHH-CONTINUING PROJ-OPERATING FD	280,000	
CHLPNT0101	LHH WARD 8 A B C & H PAINTING	LHH-CONTINUING PROJ-OPERATING FD		400,000
PHC20001	FACILITIES MAINTENANCE-HEALTH CENTERS	GF-ANNUAL PROJECT	300,000	315,000
PHC20001	MISC FAC MAINT PROJ	SFGH-OPERATING-ANNUAL PROJECTS	1,100,000	1,155,000
PHL350	MISC FAC MAINT PROJ	LHH-OPERATING-ANNUAL PROJECTS	950,000	997,500
GHC315	VAR LOC-MISC FAC MAINT PROJ	GF-ANNUAL PROJECT	50,000	52,500
PHM313	DATA CONVERSION	GF-ANNUAL PROJECT	110,000	115,500
Department :DPH Subtotal			8,265,000	9,437,500

CAPITAL PROJECTS

Project Title		Subfund Title	Proposed 2012-2013	Proposed 2013-2014
Department :DPW GENERAL SERVICES AGENCY - PUBLIC WORKS				
CADCRICR6199	19613-RESERVE	GF-CONTINUING PROJECTS	(930,000)	
CENSTRSSB999	BUDGET ALLOCATION	GF-CONTINUING PROJECTS	1,000,000	1,050,000
CENSTRSR2X40	13251-SYNERGY PROJECT MANAGEMENT INC	GF-CONTINUING PROJECTS	(14,493)	
CENSTRSR5012	14511-BOE LABOR	GF-CONTINUING PROJECTS	(5,200)	
CENSTRSR5050	14513-PMMS CONSULTANT	GF-CONTINUING PROJECTS	(16,634)	
CENSTRSR5098	14513-RESERVE	GF-CONTINUING PROJECTS	(3,868)	
CENSTRSR9Z18	19253-GEN LABOR	GF-CONTINUING PROJECTS	(9,322)	
CFCLDF08BU99	FIRE DEPT. CAPITAL BLD. PROJ.BUDGET	FIRE PROTECTION SYS IMPVT-LOCAL FUND	8,272,000	
CHCVAC010112	675BA BOE LABOR	GF-CONTINUING PROJECTS	(6,917)	
CHCVAC010198	675BA RESERVE	GF-CONTINUING PROJECTS	(40,808)	
CHCVAC0101RP	675BA ELITE REPROGRAPHICS	GF-CONTINUING PROJECTS	(1,000)	
CPWBLLDLBU99	LAW LIBRARY RESERVE	GF-CONTINUING PROJECTS		1,000,000
CPWBLOQFBU99	BUDGET ALLOCATION	GF-CONTINUING PROJECTS		786,450
CPWBLOSSG3BU	16033-BETTER MARKET STREET PRJ BUDGET	GF-CONTINUING PROJECTS	1,304,517	570,000
CPWBLOSS49BU	BUDGET APPROPRIATION	GF-CONTINUING PROJECTS	4,258,538	
CPWBLOSS5499	GREAT STREETS BUDGET	GF-CONTINUING PROJECTS	700,000	33,000
CPWBLOUNBU99	BUDGET ALLOCATION	GF-CONTINUING PROJECTS	600,000	
CPWTRNSRBU99	BUDGET ALLOCATION	ROAD FUND	5,791,801	6,023,473
CPWTRNSRBU99	BUDGET ALLOCATION	SPECIAL GAS TAX STREET IMPVT FUND	10,153,039	10,559,160
CSMDSRSA1299	SIDEWALK ABATEMENT PGM FY 12 BUDGET	GF-CONTINUING PROJECTS	(613,000)	
CSMDSRSWBU99	BUDGET ALLOCATION	GF-CONTINUING PROJECTS		361,344
CJFTRNTRBU99	BUDGET ALLOCATION	GF-CONTINUING PROJECTS	303,972	378,883
FBRDPWFMBU99	BUDGET ALLOCATION	GF-CONTINUING PROJECTS	350,000	367,500
FWWFOA45B112	19613-BOE LABOR	GF-CONTINUING PROJECTS	(50,000)	
FWWFOAFMBU99	BUDGET ALLOCATION	GF-CONTINUING PROJECTS	300,000	315,000
GCMOFALABU99	BUDGET ALLOCATION	GF-CONTINUING PROJECTS	132,300	138,915
PENPWPBPBU99	BUDGET ALLOCATION	GF-CONTINUING PROJECTS	30,000	30,000
PENPWPTRBU99	BUDGET ALLOCATION	GF-CONTINUING PROJECTS	101,500	53,075
PENSTRIPBU99	BUDGET ALLOCATION	GF-CONTINUING PROJECTS	220,000	231,000
PENTNOSBU99	BUDGET ALLOCATION	GF-CONTINUING PROJECTS	100,000	105,000
PSMDSRSWBU99	BUDGET ALLOCATION	OTHER SPECIAL REVENUE FUND	1,257,211	1,257,211
PSRTRNPRBU99	BUDGET ALLOCATION	GF-CONTINUING PROJECTS	1,680,000	1,764,000
PUFOFAVRBU99	BUDGET ALLOCATION	GF-CONTINUING PROJECTS	94,500	198,450
PUFTRNTMBU99	BUDGET ALLOCATION	GF-CONTINUING PROJECTS	225,000	236,250
Department :DPW Subtotal			35,183,136	25,458,711
Department :DSS HUMAN SERVICES				
PSS00401	CHILD CARE CENTER - FAC MAINT ACP	GF-CONTINUING PROJECTS	67,450	70,823
PSS100	FACILITIES MAINTENANCE- CONTINUING FUND	GF-CONTINUING PROJECTS	3,274,000	269,500
Department :DSS Subtotal			3,341,450	340,323
Department :ECD DEPARTMENT OF EMERGENCY MANAGEMENT				
CEED01301	911 CENTER GASEOUS FIRE SUPPRESSION SYS	GF-CONTINUING PROJECTS	260,000	
Department :ECD Subtotal			260,000	0
Department :ECN ECONOMIC AND WORKFORCE DEVELOPMENT				
PBECS1	CRUISE SHIP TERMINAL	GF-CONTINUING PROJECTS	4,900,000	
Department :ECN Subtotal			4,900,000	0
Department :FAM FINE ARTS MUSEUM				
FFA214	MISC FAC MAINT PROJ	GF-ANNUAL PROJECT	781,497	980,759
Department :FAM Subtotal			781,497	980,759
Department :FIR FIRE DEPARTMENT				
CFCL114	ESER2 PLANNING - FIRE DEPARTMENT	GF-ANNUAL PROJECT	100,000	
CFCL115	FIR - WASHER EXTRACTOR INSTALLATION	GF-ANNUAL PROJECT	215,735	226,522
FFC293	VARIOUS FACILITY MAINTENANCE PROJECT	GF-ANNUAL PROJECT	400,000	420,000
Department :FIR Subtotal			715,735	646,522

CAPITAL PROJECTS

Project Title		Subfund Title	Proposed 2012-2013	Proposed 2013-2014
Department : GEN GENERAL CITY RESPONSIBILITY				
PGEPH00	PUBLIC HOUSING REBUILD FUND	GF-CONTINUING PROJECTS	3,000,000	3,000,000
Department : GEN Subtotal			3,000,000	3,000,000
Department : JUV JUVENILE PROBATION				
CV13113	FY12-13	GF-ANNUAL PROJECT	250,000	
CV13213	FY12-13	GF-ANNUAL PROJECT	150,000	61,000
CV13313	FY12-13	GF-ANNUAL PROJECT	450,000	
CV14114	FY13-14	GF-ANNUAL PROJECT		497,000
CV14214	FY13-14	GF-ANNUAL PROJECT		250,000
CV14314	FY13-14	GF-ANNUAL PROJECT		200,000
CV14414	FY13-14	GF-ANNUAL PROJECT		200,000
FJV267	HVR-MISC FAC MAINT PROJ	GF-ANNUAL PROJECT	20,000	21,000
FJV311	YGC-MISC FAC MAINT PROJ	GF-ANNUAL PROJECT	250,000	262,500
FJV312	LCR-MISC FAC MAINT PROJ	GF-ANNUAL PROJECT	60,000	63,000
Department : JUV Subtotal			1,180,000	1,554,500
Department : LIB PUBLIC LIBRARY				
CLBPOPBR13BU	POE-F13-BUDGET	LIBRARY FUND - CONTINUING PROJECTS	100,000	
CLBPOPBR14BU	POE-F14-BUDGET	LIBRARY FUND - CONTINUING PROJECTS		100,000
CLBTNCMA13BU	TEEN CENTER-FY13-BUDGET	LIBRARY FUND - CONTINUING PROJECTS	200,000	
CLBTNCMA14BU	TEEN CENTER-FY14-BUDGET	LIBRARY FUND - CONTINUING PROJECTS		250,000
Department : LIB Subtotal			300,000	350,000
Department : POL POLICE				
PCFCOR	JFDP - SFPO FORENSIC SERVICES RELOCATION	GF-CONTINUING PROJECTS	1,150,000	
CPCHAZ00	HAZMAT ABATEMENT	GF-CONTINUING PROJECTS	20,000	21,000
PCPMAS	POLICE FACILITIES MASTER PLAN	GF-CONTINUING PROJECTS	354,000	
PCPMIS	MISSION STATION CHILLER REPLACEMENT	GF-CONTINUING PROJECTS	152,900	
PCPCAN	LAKE MERCED RANGE MAINTENANCE PROJECT	GF-CONTINUING PROJECTS		500,000
PCPCROO	ROOF REPLACEMENTS-INGLESIDE BAYVIEW PARK	GF-CONTINUING PROJECTS	180,000	
PCPCSTA	GGP POLICE STABLES RENOVATION	GF-CONTINUING PROJECTS		227,071
IPC23601	VARIOUS LOCATIONS	GF-ANNUAL PROJECT	100,000	105,000
Department : POL Subtotal			1,956,900	853,071
Department : PRT PORT				
CP061901	EMERGENCY FACILITY MAINTENANCE	PORT-CONTINUING PROJ-OPERATING FD		60,000
CP06251901	MAINTENANCE DREDGING FY 11/12 & FY 12/13	PORT-CONTINUING PROJ-OPERATING FD	3,045,500	3,200,000
CP068001	PORT ADA TRANSITION PLAN	PORT-CONTINUING PROJ-OPERATING FD	390,000	100,000
CP072001	PIER 80/92/96 TRACK MAINT.	PORT-CONTINUING PROJ-OPERATING FD	400,000	100,000
CP07271101	MATERIALS TESTING FY 12/13 & FY 13/14	PORT-CONTINUING PROJ-OPERATING FD	700,000	750,000
CP075501	EMERGENCY TUGBOAT RESPONSE	PORT-CONTINUING PROJ-OPERATING FD	1,000,000	
CP075901	ROOF REPAIR PROJECT	PORT-CONTINUING PROJ-OPERATING FD		350,000
CP076101	UTILITIES PROJECT	PORT-CONTINUING PROJ-OPERATING FD	554,660	2,690,000
CP077301	PORT WATERFRONT SUPPORT ASSETS RPR/REPL	PORT-CONTINUING PROJ-OPERATING FD	1,313,800	
CP077401	GREENING/BEAUTIFICATION IMP - S.WATERFRNT	PORT-CONTINUING PROJ-OPERATING FD		150,000
CP077601	LEASING CAPITAL IMPROVEMENT PROJECT	PORT-CONTINUING PROJ-OPERATING FD		100,000
CP077801	PIER STRUCTURE RPR PRUT PH II	PORT-CONTINUING PROJ-OPERATING FD	1,500,000	1,150,000
CP078801	WATERFRONT SEWER PUMP-PHASE II PROJECT	PORT-CONTINUING PROJ-OPERATING FD	100,000	
CP079401	SO WATERFRNT OPEN SPACE ENHNCMTS/ALTERN	PORT-CONTINUING PROJ-OPERATING FD	550,000	550,000
CP079501	PRT ELEVATOR/ESCALATOR UPRG;REP&REPLMNT	PORT-CONTINUING PROJ-OPERATING FD	150,000	
CP079601	PIER 70 INFRASTRUCTURE PLAN	PORT-CONTINUING PROJ-OPERATING FD	100,000	200,000
CP09219AR301	P35 SUBSTRUCTURE REPAIR	PORT-CONTINUING PROJ-OPERATING FD		1,100,000
GPO22801	STORMWATER POLLUTION CONTROL	PORT-OPERATING-ANNUAL PROJECTS	190,000	190,000
GPO23601	PUBLIC ACCESS IMPROVEMENTS	PORT-OPERATING-ANNUAL PROJECTS	75,000	75,000
GPO53601	MISCELLANEOUS TENANT FACILITY IMPROVEMNT	PORT-OPERATING-ANNUAL PROJECTS	185,000	185,000
GPO54301	FACILITY MAINTENANCE AND REPAIR	PORT-OPERATING-ANNUAL PROJECTS	287,000	287,000
GPO54701	WHARF J-10 OVERSIGHT	PORT-OPERATING-ANNUAL PROJECTS	40,000	40,000
GPO54801	ABANDONED MAT/ILLEGAL DUMPING CLEANUP-RE	PORT-OPERATING-ANNUAL PROJECTS	180,000	180,000
GPO54901	ICS TRAINING DVLPMNT & IMPLEMENTATION	PORT-OPERATING-ANNUAL PROJECTS	25,000	25,000
GPO55001	HAZARDOUS WASTE ASSESSMENT & REMOVAL	PORT-OPERATING-ANNUAL PROJECTS	50,000	50,000

CAPITAL PROJECTS

Project Title		Subfund Title	Proposed 2012-2013	Proposed 2013-2014
GPO55101	A/E CONSULTING PRJCT PLANNING; DSG & COST EST	PORT-OPERATING-ANNUAL PROJECTS	450,000	450,000
GPO55501	PIER 90 SUBSURFACE PETROLEUM INVESTIGATION	PORT-OPERATING-ANNUAL PROJECTS	50,000	40,000
GPO55601	UTILITY ANNUAL MAINTENANCE	PORT-OPERATING-ANNUAL PROJECTS	50,000	50,000
GPO55701	OIL SPILL RESPONSE TRAINING & INVESTIGATION	PORT-OPERATING-ANNUAL PROJECTS	90,000	90,000
GPO55901	EMERGENCY OPERATIONS EQUIPMENT & DOC SUPPLIES	PORT-OPERATING-ANNUAL PROJECTS	25,000	25,000
GPO56101	PIER 94/96 BACKLANDS SITE INVESTIGATION	PORT-OPERATING-ANNUAL PROJECTS	30,000	30,000
GPO56301	EMERGE CITYWIDE PAYROLL PROJECT	PORT-OPERATING-ANNUAL PROJECTS	146,073	151,526
GPO56501	SANITARY SEWER MANAGEMENT PLAN	PORT-OPERATING-ANNUAL PROJECTS	90,000	90,000
GPO56601	PORT RESILIENCE & RECOVERY PROJECT	PORT-OPERATING-ANNUAL PROJECTS	50,000	50,000
GPO56801	PIER 80 UST INVESTIGATION	PORT-OPERATING-ANNUAL PROJECTS	100,000	75,000
GPO56901	GIS PROJECT	PORT-OPERATING-ANNUAL PROJECTS	208,000	208,000
GPO57101	ORACLE R12 UPGRADE PROJECT	PORT-OPERATING-ANNUAL PROJECTS	150,000	300,000
GPO57201	AMERICA'S CUP	PORT-OPERATING-ANNUAL PROJECTS	2,025,000	550,000
GPO57301	IT ASSESSMENT	PORT-OPERATING-ANNUAL PROJECTS	75,000	
GPO57401	ENGINEERING CONTRACT SOFTWARE	PORT-OPERATING-ANNUAL PROJECTS	100,000	
GPO62401	CARGO FAC REPAIR	PORT-OPERATING-ANNUAL PROJECTS	109,000	109,000
GPO63201	HERON'S HEAD PARK (PIER 98)	PORT-OPERATING-ANNUAL PROJECTS	115,000	115,000
GPO72802	PORT EVENTS & PROMOTION	PORT-OPERATING-ANNUAL PROJECTS	150,000	150,000
PYEAES06	YOUTH EMPLOYMENT & ENVIRONMENT BUDGET	PORT-OPERATING-ANNUAL PROJECTS	565,000	565,000
Department : PRT Subtotal			15,413,233	14,580,526
Department : PUC PUBLIC UTILITIES COMMISSION				
CJH88701	SF ELECTRICAL RELIABILITY/TRANSBAY PROJECT	TRANSBAY CABLE	2,000,000	2,000,000
CJW25701	WATERSHED PROTECTION	SPWD-CONTINUING PROJ-OPERATING FUND	270,000	500,000
CJW26501	LANDSCAPE CONSERVATION PROGRAM	SPWD-CONTINUING PROJ-OPERATING FUND	1,500,000	1,500,000
CJW27101	LONG TERM MONITORING & PERMIT PROGRAM	SPWD-CONTINUING PROJ-OPERATING FUND	3,231,000	3,713,000
FUW10101	AWSS MAINTENANCE - CDD	SPWD-OPERATING-ANNUAL PROJECTS	1,100,000	500,000
PUH50301	ARC FLASH & ELECTRICAL HAZARD	HETCHY OPERATING-ANNUAL PROJECTS	342,000	357,000
PUH50401	WECC/NERC COMPLIANCE	HETCHY OPERATING-ANNUAL PROJECTS	3,294,000	2,194,000
PUW50201	WATER RESOURCES PLANNING AND DEVELOPMENT	SPWD-OPERATING-ANNUAL PROJECTS	1,400,000	2,100,000
PUW51100	TREASURE ISLAND - MAINTENANCE	HETCHY OPERATING-ANNUAL PROJECTS	2,910,000	2,910,000
PUW51100	TREASURE ISLAND - MAINTENANCE	SPWD-OPERATING-ANNUAL PROJECTS	1,132,000	1,132,000
PUW51101	TREASURE ISLAND - WASTEWATER	CWP-OPERATING-ANNUAL PROJECTS	1,200,000	1,200,000
PUW51401	525 GOLDEN GATE - O & M	CWP-OPERATING-ANNUAL PROJECTS	694,000	692,000
PUW51401	525 GOLDEN GATE - O & M	HETCHY OPERATING-ANNUAL PROJECTS	357,000	359,000
PUW51401	525 GOLDEN GATE - O & M	SPWD-OPERATING-ANNUAL PROJECTS	2,212,000	2,240,000
PUW51501	525 GOLDEN GATE - LEASE PAYMENT	CWP-OPERATING-ANNUAL PROJECTS	1,858,000	2,424,000
PUW51501	525 GOLDEN GATE - LEASE PAYMENT	HETCHY OPERATING-ANNUAL PROJECTS	957,000	1,248,000
PUW51501	525 GOLDEN GATE - LEASE PAYMENT	SPWD-OPERATING-ANNUAL PROJECTS	7,027,000	9,167,000
PUW51601	17TH & FOLSOM REMEDIATION	SPWD-OPERATING-ANNUAL PROJECTS	1,200,000	
PWW10001	LOW IMPACT DEVELOPMENT	CWP-OPERATING-ANNUAL PROJECTS	681,000	681,000
PYEAES06	YOUTH EMPLOYMENT & ENVIRONMENT BUDGET	CWP-OPERATING-ANNUAL PROJECTS	300,000	300,000
PYEAES06	YOUTH EMPLOYMENT & ENVIRONMENT BUDGET	HETCHY OPERATING-ANNUAL PROJECTS	150,000	150,000
PYEAES06	YOUTH EMPLOYMENT & ENVIRONMENT BUDGET	SPWD-OPERATING-ANNUAL PROJECTS	1,150,000	1,150,000
Department : PUC Subtotal			34,965,000	36,517,000

CAPITAL PROJECTS

Project Title		Subfund Title	Proposed 2012-2013	Proposed 2013-2014
Department : REC	RECREATION AND PARK COMMISSION			
CRPACQ01	OS ACQUISITION-BUDGET	OPEN SPACE-CONTINUING PROJECTS	1,860,000	1,905,000
CRPAD401	ADA COMPLIANCE-BUDGET	GF-CONTINUING PROJECTS	557,600	
CRPBDP01	BOEDDECKER PLAYGROUND	GF-CONTINUING PROJECTS	250,000	
CRPCNT01	AUDITOR SERVICES	OPEN SPACE-CONTINUING PROJECTS	8,000	8,000
CRPCON01	OPEN SPACE CONTINGENCY-BUDGET	OPEN SPACE-CONTINUING PROJECTS	1,116,000	1,143,000
CRPCPM01	OS CAPITAL PROGRAM MGMT-BUDGET	OPEN SPACE-CONTINUING PROJECTS	1,000,000	1,000,000
CRPERW01	EROSION CONTROL & RETAINING WALL REPL	GF-CONTINUING PROJECTS	247,000	247,000
CRPGAR01	OS COMMUNITY GARDENS-BUDGET	OPEN SPACE-CONTINUING PROJECTS	200,000	200,000
CRPKAT01	GGP ALVORD TUNNEL	GF-CONTINUING PROJECTS	50,000	
CRPGLF01	GOLF PROGRAM	GOLF FUND -CONTINUING PROJECTS	290,000	290,000
CRPRR01	IRRIGATION SYSTEMS	GF-CONTINUING PROJECTS		1,000,000
CRPKPS01	KEZAR PAVILLION SEISMIC UPGRADE	GF-CONTINUING PROJECTS	250,000	
CRPNPG01	OS NEIGHBORHOOD PLAYGROUNDS-BUDGET	GF-CONTINUING PROJECTS	250,000	
CRPNPS01	OS NEIGHBORHOOD PARKS & SQUARES-BUDGET	GF-CONTINUING PROJECTS	900,000	
CRPNRP1N	2000 NEIGHBORHOOD R&P BONDS-INTEREST EAR	R&P CAPITAL IMPROVEMENTS-LOCAL FUND	500,000	100,000
CRPNRVCT01	COTT TOWER RENOVATION	2000 VARIOUS PARK LSE REV BOND-S2004	1,500,000	
CRPNRVUR01	2004 REC & PARK REV BOND-REVENUE	2000 VARIOUS PARK LSE REV BOND-S2004	(1,500,000)	
CRPPRP01	PUMP REPLACEMENT PROJECT-BUDGET	GF-CONTINUING PROJECTS	100,000	500,000
CRPRSF01	COURT RESURFACING	GF-CONTINUING PROJECTS		859,000
CRPSEC01	SECURITY AND LIGHTING SYSTEM-BUDGET	GF-CONTINUING PROJECTS	125,000	125,000
CRPTDR01	TROCADERO DECK REPLACEMENT-BUDGET	GF-CONTINUING PROJECTS	350,000	
CRPTH501	TELEGRAPH HILL STABILIZATION-BUDGET	GF-CONTINUING PROJECTS	1,200,000	
CRPYFREHRN	EAST HARBOR RENOVATION	R&P-MARINA YACHT HARBOR FUND	200,000	
CRPYFRYHSW01	WEST HARBOR SEAWALL REPAIR PROJECT	R&P-MARINA YACHT HARBOR FUND	400,000	
FRPCOM01	MONSTER PARK - FACILITIES MAINTENANCE	GF-ANNUAL PROJECT	1,750,000	1,837,500
FRPRH01	FIELD REHABILITATION	GF-ANNUAL PROJECT	50,000	52,500
FRPGEW01	GENERAL FACILITIES MAINT-BUDGET	GF-ANNUAL PROJECT	630,000	661,500
FRPMAT01	MATHER FACILITIES MAINT-BUDGET	GF-ANNUAL PROJECT	200,000	210,000
FRPYFM01	MYH-FACILITIES MAINTENANCE-BUDGET	R&P-MARINA YACHT HARBOR FUND	430,000	430,000
PRRMDP01	MISSION DOLORES PG FAC MAINT RESERVE	GF-CONTINUING PROJECTS	15,000	15,000
Department :REC	Subtotal		12,928,600	10,583,500
Department : SCI	ACADEMY OF SCIENCES			
FSCMNT00	ACADEMY OF SCIENCES FAC. MAINT.	GF-NON-PROJECT-CONTROLLED	150,000	157,500
Department :SCI	Subtotal		150,000	157,500
Department : SHF	SHERIFF			
CSHJFP34	COUNTY JAILS 3 & 4 REPLACEMENT	GF-NON-PROJECT-CONTROLLED	872,000	435,000
CSHPMS	SAN BRUNO WATER MAIN	GF-CONTINUING PROJECTS	1,300,000	250,000
CSHROF00	REPAIR OF ROOF ON JAIL FACILITIES	GF-CONTINUING PROJECTS	285,000	890,000
CSHWMM	SBJ SYSTEM UPGRADES	GF-CONTINUING PROJECTS		447,000
FSHFMP	VAR LOC-MISC FAC MAINT PROJ	GF-CONTINUING PROJECTS		247,000
		GF-ANNUAL PROJECT	350,000	689,500
Department :SHF	Subtotal		2,807,000	2,958,500
Department : WAR	WAR MEMORIAL			
CWM65602	VETERANS BLDG. RENOVATION PLANNING	WAR MEMORIAL-CONTINUING PROJECTS		91,843
GWMS23M1	MISC FAC MAINT PROJECTS	WAR MEMORIAL-ANNUAL PROJECTS	482,500	395,000
Department :WAR	Subtotal		482,500	486,843
Capital Project Total			238,188,977	203,222,621

Commonly Used Terms



Yvonne Hines, Owner

Yvonne's Southern Sweets, District 10

Commonly Used Terms

ACCRUAL BASIS ACCOUNTING – An accounting methodology that recognizes revenues or expenditures when services are provided.

ANNUAL APPROPRIATION ORDINANCE (AAO) – The piece of legislation that enacts the annual budget.

ANNUAL SALARY ORDINANCE (ASO) – The piece of legislation that grants departments the authority to fill a specified number of positions during the fiscal year. Note that this is not the same as having the funding to fill that number of positions. The ASO is passed at the same time as the AAO.

ANNUALIZATION – Adjusting a partial year revenue or expense to reflect a full year's worth of income or spending.

ATTRITION SAVINGS – Salary savings that result when positions at a department are vacant.

BALANCING – Process of making revenues match expenditures within each departmental budget and within the City budget as a whole.

BASELINE – (1) The annualized budget for the current fiscal year, which serves as the starting point for preparing the next fiscal year's budget. (2) A required minimum of spending for a specific purpose.

BUDGET CYCLE – The period of time in which the City's financial plan for the upcoming fiscal year is developed; submitted to, reviewed, and enacted by the Board of Supervisors and signed by the Mayor; and implemented by city departments.

CAPITAL BUDGET – Funds to acquire land, plan and construct new buildings, expand or modify existing buildings, and/or purchase equipment related to such construction.

CASH BASIS ACCOUNTING – An accounting methodology that recognizes revenues and expenditures when payments are actually made.

COMPREHENSIVE ANNUAL FINANCIAL REPORT (CAFR) – The City's Annual Financial Report, which summarizes the performance of all revenue sources and accounts for total expenditures in the prior fiscal year.

CARRYFORWARD – Funds remaining unspent at year-end that a department requests permission to spend

during the following fiscal year. Some funds carry forward automatically at year-end.

COST-OF-LIVING ADJUSTMENT (COLA) – A regularly scheduled adjustment to salaries, aid payments or other types of expenditures to reflect the cost of inflation.

COUNTY-WIDE COST ALLOCATION PLAN (COWCAP) – The County-Wide Cost Allocation Plan is developed annually by the Controller's Office and calculates the overhead rate charged to each department for its share of citywide overhead costs, such as payroll, accounting, and operations.

DEFICIT – An excess of expenditures over revenues.

ENTERPRISE DEPARTMENT – A department that does not require a General Fund subsidy because it generates its own revenues by charging a fee for service.

FISCAL YEAR – The twelve-month budget cycle. San Francisco's fiscal year runs from July 1st to June 30th.

FRINGE – The dollar value of employee benefits such as health and dental, which varies from position to position.

FULL-TIME EQUIVALENT (FTE) – One or more employees who cumulatively work 40 hours/week.

FUND – Government budgets are made up of funds that organize and account for specific resources. Each fund is considered a separate accounting entity.

FUND BALANCE – The amount of funding that remains in a given fund at the end of the fiscal year.

GENERAL FUND – The largest of the City's funds, the General Fund is a source for discretionary spending and funds many of the basic municipal services such as public safety, health and human services and public works. Primary revenue sources include local taxes such as property, sales, payroll and other taxes.

GENERAL FUND DEPARTMENT – A department that receives an annual appropriation from the City's General Fund.

INTERIM BUDGET – The citywide budget that is in effect for the first two months of the fiscal year, during the lag period between July 1st—the date on which the Board of Supervisors must technically submit its budget—until mid-August when the new budget is signed into effect by

the Mayor. The Mayor's proposed budget serves as the interim budget.

MAYOR'S PROPOSED BUDGET – The citywide budget submitted to the Board of Supervisors by the Mayor's Office, on May 1st for selected Enterprise and General Fund departments and June 1st for all remaining departments, that makes recommendations and estimates for the City's financial operations for the ensuing fiscal year.

MEMORANDUM OF UNDERSTANDING (MOU) – A binding agreement between two parties.

ORDINANCE – A proposed or enacted law. Typically prepared by the City Attorney.

RAINY DAY RESERVE – Funds that are legally set-aside by the City Charter, Section 9.113.5, with the intent of protecting the City from being negatively impacted by the economy's boom-bust cycle. Generally, the Rainy Day Reserve requires that money be saved when revenue growth exceeds a certain level (in good economic times) in order to create a cushion during economic downturns.

RESOLUTION – A type of legislation. Typically prepared by the sponsoring department or a member of the Board of Supervisors and is generally directed internally.

REVISED BUDGET – The department's budget at year-end. Over the course of the fiscal year, the department's original budget may be amended to reflect supplemental appropriations, and receipts of unbudgeted grants.

SPECIAL FUND – Any fund other than the General Fund. Revenue in special funds is non-discretionary.

SURPLUS – An excess of revenue over expenditures.

TECHNICAL ADJUSTMENT – Changes made by the Mayor's Office to the Mayor's proposed budget after it has been submitted to the Board of Supervisors.

TWO-YEAR BUDGETING – The new citywide process (beginning Fiscal Year 2012-13) of budgeting each year for the next two fiscal years.

MAYOR'S 2012-2013 & 2013-2014

Proposed Budget

Mayor Edwin M. Lee



*Zhong Luo, Owner
Dragon House, District 11*

